

City of Cincinnati  
Ohio

Fiscal Years 2014-2015  
All Funds Budget

Volume I: Approved  
Biennial Budget



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# City of Cincinnati

## Fiscal Years 2014-2015 All Funds Budget



### **Volume I: Approved Biennial Budget**

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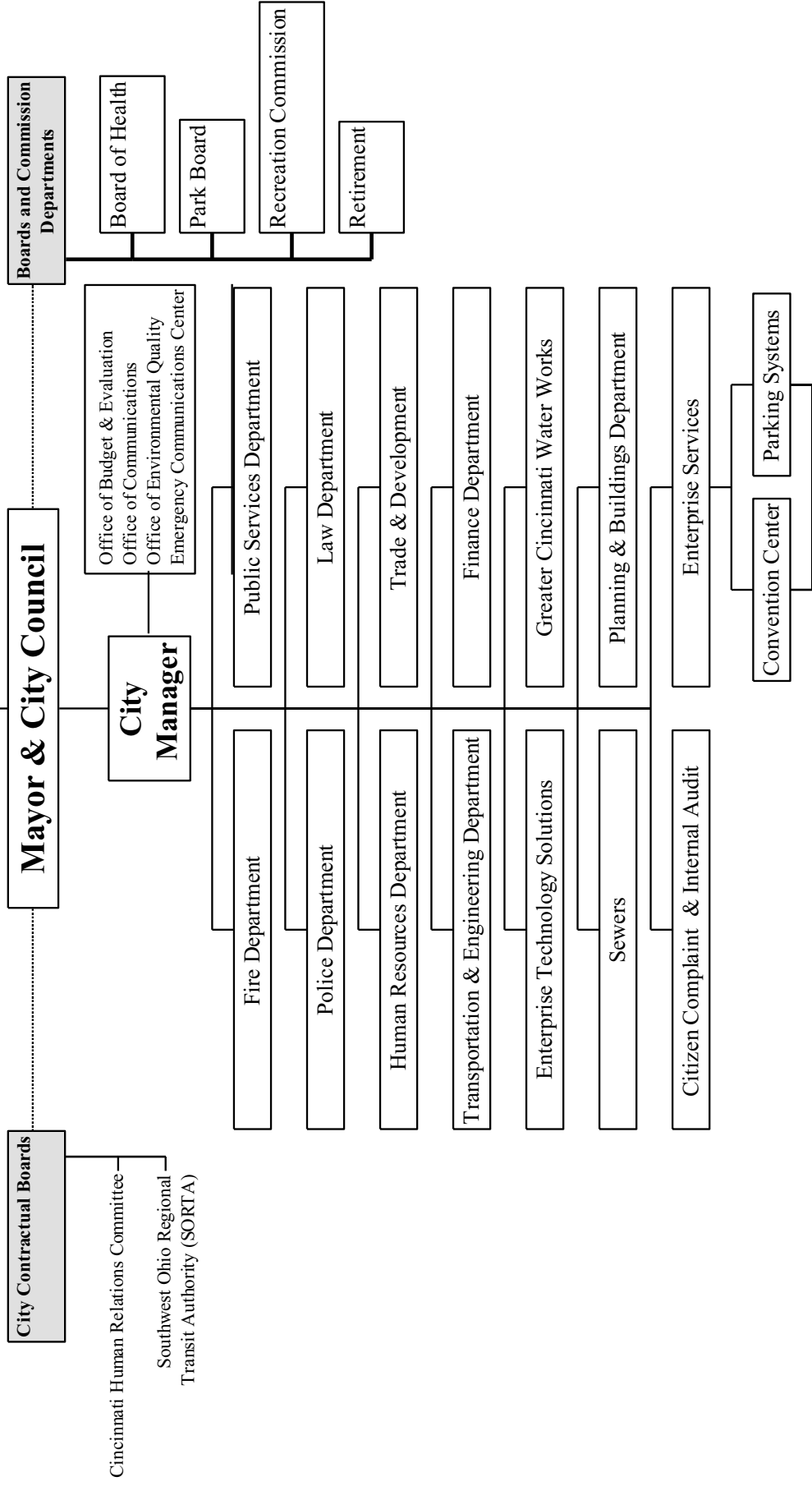
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The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 2011.

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

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

# Citizens of Cincinnati



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The City of Cincinnati's FY 2014-2015 Biennial Budget document is designed to help the residents of Cincinnati and the general public gain a better understanding of the City's budget process by highlighting the City's past, present, and future operations. This document is divided into eight parts.

- Part I, Budget Summary, presents the highlights of the City's Operating, Capital, and Consolidated Plan Budgets. It includes a discussion of the City's economic climate, budget assumptions, core services, taxes & fees, and staffing. It also includes a discussion of the General Fund Multi-Year Forecast.
- Part II, Budget Basics, presents the basic elements of the budget development process including sections on the sources and uses of funding. It also describes the major government funds and fund types used by the City, and it discusses how revenue and expenditures are measured. A budget calendar is also presented in this section.
- Part III, Budget and Financial Policies, presents the City's policies, which are established by the City Council. Financial management and budget development principles are detailed as well as the effect of planning processes on the biennial budget.
- Part IV, Financial Summaries, presents financial summaries of the principal restricted funds for the Operating and Capital Budgets. In addition, General Fund expenditures are summarized and General Fund revenue estimates and their underlying assumptions are discussed.
- Part V, Departmental Budgets, presents budgetary and performance data for the City departments charged with carrying out the budget policies established by the City Council.
- Part VI, Consolidated Plan Budget, is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD), and presents the annual Action Plan which includes the Community Development Block Grant (CDBG), HOME Investment Partnerships Grant (HOME), Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) programs.
- Part VII, Cincinnati Profile, presents an economic and demographic profile of the City of Cincinnati.
- Part VIII, Appendices, presents supplemental information in several appendices, including the City Council's changes to the City Manager's recommended budget and a glossary which may help the reader to better understand the document and the terms contained therein.

A companion document, the Approved FY 2013/14-2019 Capital Investment Plan, Volume II, is also published to provide detailed information on the City's Capital Budget for the FY 2013/2014-2015 biennium and the FY 2013/14-2019 Capital Investment Plan.

This budget is the City's financial plan for the FY 2014-2015 biennium. Because it determines the level of City services and the way in which these services will be funded, it often becomes a focal point for public discussion. Many of the key decisions regarding the way the City operates are made through the budget. Understanding the budget is a prerequisite for understanding City government. In addition to the highlights contained in Part I, Budget Summary, and Part IV, Financial Summaries, it is recommended that Part II, Budget Basics, be read to enhance the budget reader's perspective on City government.



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*Introduction*

This part of the FY 2014-2015 Biennial Budget document provides an overview of the following:

- City Budget Issues and Priority Driven Budgeting;
- Operating, Capital, and Consolidated Plan Budget summaries;
- The Multi-Year General Fund Forecast;
- FY 2014-2015 Tax and Fee Changes; and
- FY 2014-2015 City Staffing Plan.

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The Budget Summary section of the Approved FY 2014-2015 All Funds Biennial Budget provides summary information concerning the various components of the City's budget. As described in greater detail in the Budget Basics section of this document, the Approved FY 2014-2015 Budget includes the Operating, Capital and Consolidated Plan budgets. This Budget Summary begins with description of the economic conditions that this budget was developed in and a review of the strategic investments that were able to be included in this biennial budget despite revenue constraints. These sections are followed by a listing of budget assumptions, and financial summaries of the Operating, Capital and Consolidated Plan budgets.

## **THE STRUGGLE FOR SUSTAINABILITY**

The Administration, with the support and direction of policy makers, embraced a strategy of growth to expand the tax base some years ago. That strategy has brought many gains for Cincinnati and income taxes are on the rise. However, despite this growth the City still faced a \$35 million deficit for FY 2014. The deficit number was exacerbated by the policy shift at the state level – the 50% reduction of the Local Government Fund and the elimination of the tangible personal property tax reimbursement and Estate Tax – which eliminated \$28 million from the revenue side of the ledger for 2014. If the City did not have the loss of these three income sources, the City of Cincinnati's short-term budget outlook would be very different. In fact, we could essentially be balanced without extraordinary measures. We did have to take extraordinary measures to balance this budget, relying on the use of \$15.1 million in carryover balance. Additionally, for FY 2015, the Approved Budget included an assumed across the board cut of 3.1% totaling \$11.2 million in order to be balanced. This was only a cut on paper and actual revenue proposals or specific expenditure cuts will need to be identified to truly balance for the second year of the biennium.

### **City of Cincinnati Budget History - Why not Structurally Balanced?**

For several years the City has not passed structurally balanced budgets in the General Fund for many reasons. Between 2000 and 2013, actual revenues (14.6% increase) grew at a slower pace than actual expenses (18.2% increase). The reasons for that include the following:

#### *Revenue Impacts*

1. The recession in the early 2000's impacted revenues. In 2002, revenue was almost \$5 million less than 2001 revenue (the last year the City passed a structurally balanced budget) and then grew at a slower pace from then on.
2. The recession in 2008/2009 also impacted revenues. In 2009 revenues were almost \$18 million less than 2008 and grew at a slower pace from then on.
3. City Council rolled back property taxes which had a cumulative impact of \$94 million between 2001 and 2013 varying between \$3.6 million and \$9.5 million in reduced revenues annually.
4. Between 2003 and 2008, the State held the Local Government Fund flat. Then starting in 2011, the State cut state shared resources which started at a reduction of \$2 million in 2011 and is now estimated at \$28 million in reduced revenues for the City for Calendar Year 2014, while the State is sitting on a "rainy day" fund at its highest level



**Table I: Estimated State Shared Revenue Cuts**

	2011 Cut	2012 Cut	2013 Cut	2014 Cut
Tangible Personnel Property	\$ (1,900,000)	\$ (2,200,000)	\$ (1,800,000)	\$ (1,400,000)
Local Government Fund	\$ (173,156)	\$ (8,195,804)	\$ (11,888,804)	\$ (11,888,804)
Estate Tax	\$ -	\$ -	\$ (7,200,000)	\$ (14,400,000)
<b>Total Cuts:</b>	<b>\$ (2,073,156)</b>	<b>\$ (10,395,804)</b>	<b>\$ (20,888,804)</b>	<b>\$ (27,688,804)</b>
Revised State Shared	\$ 40,794,648	\$ 32,472,000	\$ 21,979,000	\$ 15,179,000
Percentage Cut	-4.8%	-24.3%	-48.7%	-64.6%

*Expense Impacts*

1. Between 2003 and 2008 City Council increased sworn personnel in both Police (135 sworn positions) and Fire (54 sworn positions). While both have since been reduced through attrition these additional positions increased the operating budget in those years.
2. Between 2000 and 2012, budgeted health care costs increased by 246%. That is an increase of \$29 million, from \$12 million in 2000 to \$41 million in 2012.
3. During that same time the Pension contribution increased from 7% of payroll to 20% of payroll. That is an increase of 186% which is an increase of over \$10 million. In 2014, the contribution will be further increased to 24% in order to help reduce pension liabilities.
4. Between 2000 and 2012, union contracts included Cost of Living Adjustments (COLA) that totaled between 23% for AFSCME and 38.3% for Police compared to the CPI-W which increased 30.6%.

**Table II: Cost of Living Adjustments (COLA)**

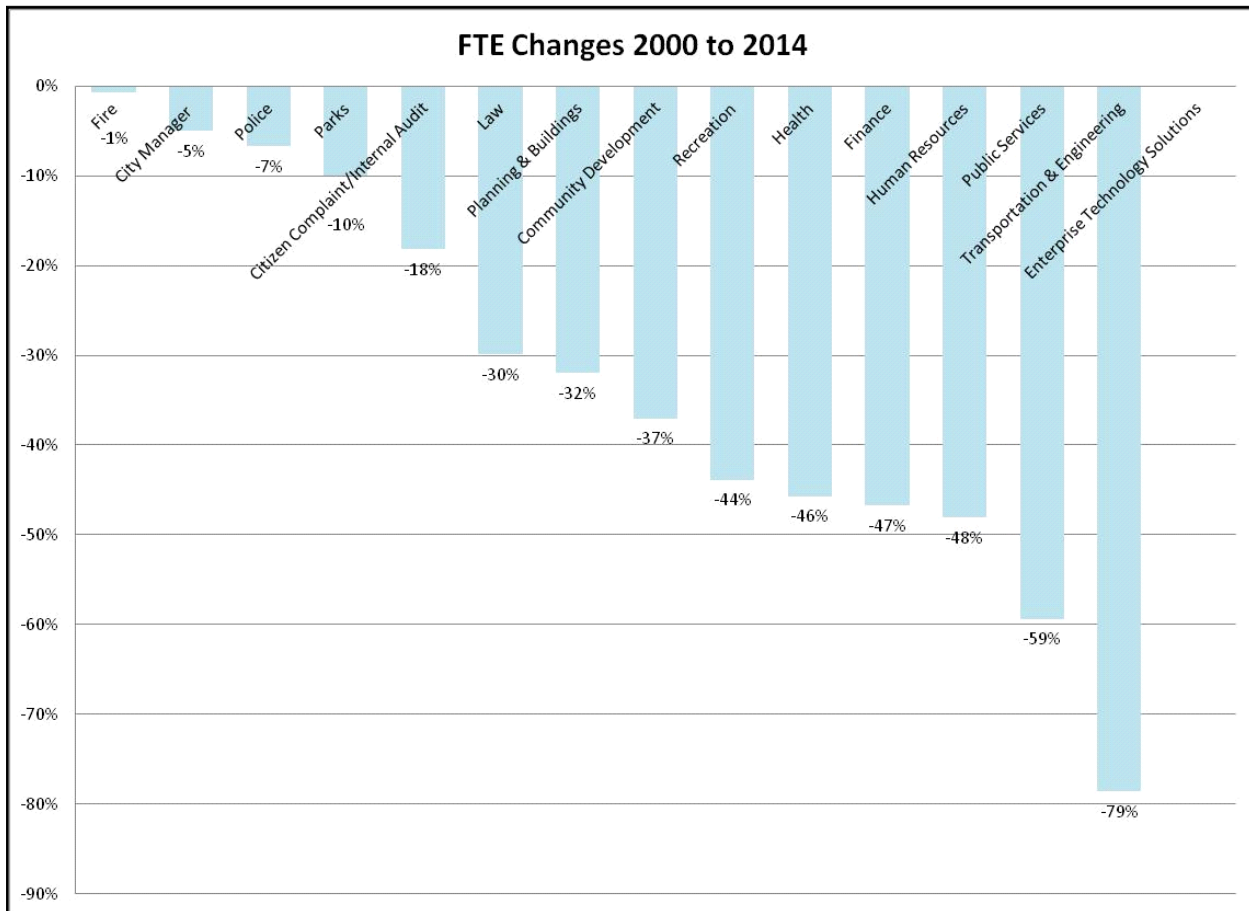
Police	Fire	Bld Trds	CODE	Mgmt.	AFSCME	Annual CPI-W
38.3%	38.2%	27.6%	26.7%	24.9%	23.0%	30.6%

1. Between 2000 and 2012, Fuel increased by 170% which is an increase of almost \$3 million over the 2000 amount in the budget.
2. In order to offset these expense trends, there were cuts made to staffing in mostly non-public safety departments. [Graph I on page 7](#) shows the staffing trends.





**Graph I: History of FTE Levels**



### **Priority-Driven Budgeting and City Council Policy Direction**

While our primary budget strategy is to continue on the trajectory of economic growth, it is not happening quick enough to offset the State funding cuts. We know that we must make some cuts in order to address the deficit and the history of structural imbalance. So Cincinnati, like cities across Ohio, was faced with the dilemma of how to maximize the efficiency of our funding allocations. As part of the solution to that dilemma, the City of Cincinnati has undertaken a Priority-Driven Budgeting initiative with the assistance of the Center for Priority Based Budgeting.

Priority-Driven Budgeting is a structured process that has helped City Council make funding allocation decisions based on analytical data about how programs and services help achieve results. Last year the City of Cincinnati, with the assistance of a consultant, implemented a citizen engagement process to ascertain what kind of a community people want. Listening to the public's comments helped staff to focus on the community attributes that were most important. From this engagement, the citizens told us that they want:

- A City that is Inclusive, Thriving and Livable
- A City that has Well Planned and Developed Infrastructure
- A City that is Safe
- A City that has a Sustainable Built and Natural Environment



### The Struggle for Sustainability

- A City that supports Commerce and Jobs
- A City with Leadership and Financial Stewardship
- A City that offers Efficient and Effective Basic Services

The resulting tool provided data that informed City Council's policy direction on crafting the biennial budget. The City Council adopted its policy direction on June 26, 2012. "We move that the administration construct a budget based on the following factors:

1. *Use the information from the Priority-Driven Budget process to recommend elimination or reduction of functions based upon whether other organizations or entities are serving the same populations or providing the same function. If this is the case, the administration should outline a method of transitioning individuals to the other services or programs.*
2. *Recommend changes to mandated programs that exceed the minimum requirements of the mandate.*
3. *Identify functions that can be shared with other political jurisdictions.*
4. *Identify functions that, rather than eliminate them, can be made self sufficient through the establishment of a fee structure."*

Later in this Budget Summary there is a full discussion regarding the implementation of Priority-Driven Budgeting and how the policy direction has been incorporated into the FY 2014-2015 Approved Biennial Budget.

### Parking Modernization and Lease

While we are being more strategic in our resource allocation using Priority-Driven Budgeting, [Graph I on page 7](#) illustrates that the City has already sustained a long period of cuts over the past decade or so. So cuts alone would bring a devastating and demoralizing set of circumstances to the City that would interrupt the momentum that many people both inside and outside local government have worked hard to create. The cumulative effect of all the permanent and one-time cuts that have been made over the past several years are still being felt. As a result service delivery and performance in many areas is slower and occurs without enough people, requiring a focused effort to keep errors to a minimum.

So the Administration stepped back to revisit our mission and our role in leading the community. When doing that, it was not a great leap to acknowledge that managing the parking function is not a core city government function. The City's initial proposal to assist in balancing the budget included a proposal to modernize our parking system by entering into a partnership with the Port Authority who would lease and franchise the city's parking assets in return for a long term revenue stream and a one-time cash infusion. The one-time cash infusion would have been divided between budget stabilization and investment in one-time economic development and housing projects. The investment in economic development and housing would continue our growth strategy and allow time to more fully implement the cost savings proposals that were contained in City Council's policy direction. However, at the time of passage of the FY 2014-2015 budget the parking modernization and lease was still embroiled in litigation. Therefore the funds were not available to balance the General Fund Budget.

### General Fund Balancing Plan

Consequently, the FY 2014-2015 Approved Budget reduces funding for the community councils, neighborhood business districts, and outside social service agencies. It significantly reduces money for organizations that we use to help us grow the local economy, such as the Regional Chamber Partnership, African American Chamber of Commerce, and the Film Commission. The Port Authority is held flat.



The FY 2014-2015 Approved Budget includes 46.18 Full Time Equivalent (FTE) positions of non-sworn layoffs/displacements, although that actually impacts 67 people. In addition, vacant positions are also being eliminated and there are no planned police or fire recruit classes. Lastly, the Mayor, City Council, and the Non-Represented leadership staff, including the City Manager's Office, will be furloughed for two weeks. The full details of the FY 2014 General Fund Gap Plan is shown on page 56.

### **LONG-TERM STRATEGIC INITIATIVES**

Despite the fiscal constraints of these austere times, the City continues to move ahead with long-term initiatives that will build the City's tax base, strengthen neighborhoods, and improve government service delivery. Seeing them through to conclusion is the only way to realize the ultimate savings and performance improvements and put the City back on financially stable ground. A prime example is that after months of study at the direction of City Council, an internal task force has devised a plan that will reduce worker's compensation costs, further standardize the solid waste function, facilitate cleaner neighborhoods, expand efficiency, and promote higher levels of recycling. The move to improve our solid waste function is advanced in this budget because, among other things, it will reduce injuries to the employees and costs to the City. Other examples of projects that fall into this category include:

- Development of Cincinnati Street Car System;
- Development of the infrastructure around the new downtown Cincinnati Casino;
- Route refinement for solid waste pick-up which eliminates two additional routes, enabling the City to sell some equipment;
- GPS system for the Planning & Buildings Department, enabling more efficient dispatch for inspectors;
- Replacement of District Three Police Station;
- Concentrated demolition of abandoned condemned structures;
- Investment in a new Clifton Recreation Center; and
- Commitment to rehabilitate 100 lane miles of streets and roads.

In this current situation we feel it is imperative to acknowledge that even though we are struggling, we still persevere to move Cincinnati ahead. These are not projects that could be eliminated to pay for General Fund salaries.

### **FISCAL YEAR CHANGE**

This budget represents the City's new fiscal year of July 1st through June 30th. As part of the fiscal year change from the calendar year, the Operating Budget and the Consolidated Plan Budget as approved and appropriated by the City Council for 2013 represented just a six-month "stub" period from January 1 to June 30, 2013. This document covers FY 2014-2015 which is the period between July 1, 2013 to June 30, 2015 for the Operating Budget. Due to this change, the comparison between FY 2014 and FY 2013 is impacted by the stub period. Therefore, to assist in determining changes, comparisons to the CY 2012 were also made in many places throughout this document.

The FY 2014-2015 Consolidated Plan Budget is based on estimated Grant resources. Actual Consolidated Plan FY 2014 appropriations will be based on actual Federal FY 2013 grant awards, which are still to be determined.



The Capital Budget that was approved by the City Council in December 2012 was appropriated in two segments: the first appropriation was for the “stub” period and the second was for Fiscal Year 2014 (July 1, 2013 through June 30, 2014). For this document, the first year of the biennium actually represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year. The 2015 fiscal year represents the twelve months beginning July 1, 2014 and ending June 30, 2015.

### BUDGET ASSUMPTIONS

The following summary includes the major assumptions used in developing the Fiscal Years 2014-2015 Approved Biennial Operating Budget.

1. In FY 2014 and FY 2015, all employees in full-time classifications are budgeted for a 1% cost of living adjustment. These cost of living adjustments, or “COLAs”, will become effective on the contract anniversary date for each employee group. Non-represented employees will have the same COLA effective date as the Cincinnati Organized and Dedicated Employees (CODE) bargaining unit. As existing labor contracts expire in FY 2014 and FY 2015, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts in FY 2014 and FY 2015. Step increases range from less than 2% to over 4% for most union positions that are not at the top of the respective salary ranges. A 3% merit increase for non-represented employees who are not at the top of the respective salary ranges is also budgeted in FY 2014 and FY 2015. Of all full-time City employees, over 90% are represented and less than 10% are non-represented.
3. Due to the limited nature of General Fund resources, ten cost savings days for Senior Management positions and Executive positions in General Fund departments have been implemented for FY 2014. Also, all members of City Council and the Mayor will take the equivalent of 10 cost savings days through payroll deductions.
4. Overtime and compensatory time are still eliminated except for emergencies for non-represented staff. [Table III on page 10](#) lists the budgeted overtime expenses for all full-time employees by employee group in the General Fund, Non-General Funds (including Enterprise Funds), and in All Funds.

**Table III: Budgeted Overtime**

Department Type	FY 14 General Fund	FY 15 General Fund	FY 14 Non-General Fund	FY 15 Non-General Fund	FY 14 All Funds	FY 15 All Funds
Public Safety	\$ 6,180,108	\$ 6,158,432			\$ 6,180,108	\$ 6,158,432
Non-Public Safety	\$ 1,135,117	\$ 1,123,465	\$ 3,948,615	\$ 4,070,962	\$ 5,083,732	\$ 5,194,427
<b>Grand Total</b>	<b>\$ 7,315,225</b>	<b>\$ 7,281,897</b>	<b>\$ 3,948,615</b>	<b>\$ 4,070,962</b>	<b>\$ 11,263,840</b>	<b>\$ 11,352,859</b>

5. The Mayor and Members of City Council have not voted for a raise; therefore, the approved budget includes a 0% increase for the Mayor and City Council.
6. The City’s pension system (Cincinnati Retirement System or CRS) is funded at a 22% employer contribution rate for the 2014 calendar year and at a 24% employer contribution rate for the 2015 calendar year. This is an increase from the 20% pension employer contribution rate in the FY 2013 Stub Budget. Due to how the City’s new fiscal year and the calendar year overlap, the effective CRS employer contribution rates for FY 2014 and FY 2015 are 21% and 23%, respectively. As half of FY 2014 is in the 2013 calendar year, the first half of the year is subject to the current 20% employer contribution rate, and the second half is subject to the 2014 contribution rate of 22%. This same concept explains why the FY 2015 contribution rate does not match the 24% for the 2015 calendar year. These contribution rates are consistent with the Administration’s three year plan to implement



motion #201100251 approved by City Council, which provides for a 24% employer contribution rate. It is also compliant with City Council approved Ordinance #0417-2008, which indicated the City's intent to provide employer funding to the Cincinnati Retirement System at a rate of not less than 17%. The budget also provides for the employer's share of participants in Ohio Public Employees Retirement System at 14%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24%.

7. All City employees are on the "80/20 Plan" for healthcare. Under the "80/20 Plan", the employee pays a deductible and then pays 20% of all in-network healthcare expenses up to \$1,200 for a single plan and \$2,400 for a family plan. Due to relatively stable healthcare costs in 2012 that resulted in a fund surplus, the healthcare premium will not increase in calendar year 2014 even though the cost of healthcare is estimated to increase at 7.5%. In addition, the Administration will be negotiating with the various union groups to raise the premium share for employees to 10%, increase deductibles to \$500/ \$1000, and raise out of pocket maximums to \$2,000/ \$4,000 for CY 2014 and beyond. The employer healthcare costs for FY 2014 assumes that non-represented employees and employees within the AFSCME and CODE bargaining units will have healthcare plans with the proposed increase in cost sharing for employees in the 2014 calendar year. The FY 2015 budget assumes that all employees will have increased premium cost share plans in the 2015 calendar year. Even with the assumption that all employees will have a larger share of the healthcare plan premiums in the 2015 calendar year, healthcare costs are still expected to increase by 5% between the 2014 and 2015 calendar years.
8. [Table IV on page 12](#) lists all the supervisors within non-represented and CODE employee groups, regardless of funding source, as of the last quarter of FY 2013. Across all funds, the supervisor to employee ratio was 1 supervisor to 7.6 employees. Please note that this ratio does not include supervising contractors, the inclusion of which would increase the ratio. Also, the number of employees per supervisor for the departments of Recreation and Parks include part-time and seasonal employees, which have not been included in prior years. Part-time and seasonal employees are included to more accurately depict the supervisors' responsibilities. In addition, it should be noted that not all CODE or Division 0 non-represented employees are supervisors. These two salary divisions, while commonly referred to as "middle management" by some parties, primarily represent employees in technical/professional classifications and may not supervise any employees at all. Examples include Senior Accountants, Senior Engineers, Computer Programmer/Analysts, Dieticians, and Graphic Designers. Lastly, the majority of supervisors are working supervisors with their own work product. (E.g. a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct). This is especially the case in the past few years as the need close General Fund budget deficits has resulted in fewer positions having to carry out the same amount of work and responsibilities.



**Table IV: Supervisor to Employee Ratio**

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Number of Employees Per Supervisor
		No	Yes		
Citizen's Complaint/ Internal Audit	9	5	4	9	2.3
City Manager's Office	58	32	26	162	6.2
Trade & Development	42	34	8	61	7.6
Enterprise Technology Solutions	91	73	18	91	5.1
Finance	64	41	23	92	4.0
Fire	18	15	3	15	5.0
Health	130	90	40	367	9.2
Human Resources	17	13	4	19	4.8
Law	62	55	7	62	8.9
Parks	44	14	30	736	24.5
Planning & Buildings	32	24	8	48	6.0
Police	36	20	16	161	10.1
Public Services	57	25	32	396	12.4
Recreation	49	1	48	791	16.5
Retirement	10	7	3	9	3.0
Sewers	291	172	119	522	4.4
Transportation & Engineering	95	56	39	126	3.2
Water Works	216	101	115	522	4.5
<b>Grand Total</b>	<b>1321</b>	<b>778</b>	<b>543</b>	<b>4189</b>	<b>7.6</b>

9. [Table V on page 12](#) summarizes the budget changes between the 2012 Approved Budget and Fiscal Years 2014 and 2015 for training and non-local travel in the General Fund and in All Funds. An across-the-board General Fund cut of \$100,000 was implemented for training and non-local travel expenditures in both FY 2014 and FY 2015 to mitigate some personnel reductions. Much of the training and travel approved is for certification and professional needs or to allow for economic development opportunities.

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

	CY 2012 Approved	FY 2013 Stub Approved	FY 2014 Approved	\$ Change FY 2014	% Change FY 2014	FY 2015 Approved	\$ Change FY 2015	% Change FY 2015
Training - General Fund	\$ 103,810	\$ 76,426	\$ 92,109	\$ (11,701)	-11%	\$ 96,724	\$ (7,086)	-7%
Training - Non-General Fund	\$ 948,948	\$ 364,461	\$ 900,318	\$ (48,630)	-5%	\$ 871,488	\$ (77,460)	-8%
<b>Training - All Funds</b>	<b>\$1,052,758</b>	<b>\$ 440,887</b>	<b>\$ 992,427</b>	<b>\$ (60,331)</b>	<b>-6%</b>	<b>\$ 968,212</b>	<b>\$ (84,546)</b>	<b>-8%</b>
Non-Local Travel - General Fund	\$ 84,211	\$ 41,006	\$ 51,195	\$ (33,016)	-39%	\$ 53,761	\$ (30,450)	-36%
Non-Local Travel - Non-General Fund	\$ 574,051	\$ 257,355	\$ 693,091	\$ 119,040	21%	\$ 529,748	\$ (44,303)	-8%
<b>Non-Local Travel - All Funds</b>	<b>\$ 658,262</b>	<b>\$ 298,361</b>	<b>\$ 744,286</b>	<b>\$ 86,024</b>	<b>13%</b>	<b>\$ 583,509</b>	<b>\$ (74,753)</b>	<b>-11%</b>



**Additional Details on the Priority Driven Budgeting and the Policy Budget Direction**

10. Car allowances and take home car privileges are funded in the budget; however, car allowances have been reduced in half for directors who are funded from General Fund dollars.
11. Fuel costs are budgeted at \$3.64 per gallon. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2014; however, fuel hedging is not a method to save long term since ultimately the City will pay for variances in the fuel price.
12. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The City is currently negotiating the 2014 granular salt contract and anticipates a small increase over the 2013 amount of \$64.02 per ton. The City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway, and calcium chloride, which can melt snow and ice faster at lower temperatures.
13. The Approved FY 2014-2015 Biennial Budget includes the elimination of the subsidy for City services provided to Heritage Events. Currently, the City waives 90% of the City's costs for the four not-for-profit cultural/heritage events, which are the Findlay Market Opening Day Parade, the St. Patrick's Day Parade, the Black Family Reunion, and Juneteenth. This subsidy was established on February 28, 2008 through the City Council's approval and filing of Document No. 200701075. Elimination of the current 90% subsidy would result in approximately \$36,000 in annual General Fund expenditure savings.
14. The Human Services funding, which includes Center for Closing the Health Gap and Cincinnati Human Relations Commission (CHRC) funding, is decreased from \$2.09 million in the 2012 Approved Budget to \$1.47 million in FY 2014 and FY 2015 due to the limited nature of General Fund resources. This includes \$1.08 million for Human Services, \$299,000 for CHRC, and \$100,000 for Center for Closing the Health Gap.
15. No arts funding is budgeted for FY 2014 or FY 2015 due to the limited nature of General Fund resources.

**ADDITIONAL DETAILS ON THE PRIORITY DRIVEN BUDGETING AND THE POLICY BUDGET DIRECTION****Cincinnati's Priority-Driven Budgeting Initiative**

A summary of the process is below.

**Identified Strategic Priorities**

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

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

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

## Budget Summary

### Additional Details on the Priority Driven Budgeting and the Policy Budget Direction



#### Define Strategy Maps

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

#### Safe Community

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

#### Commerce and Jobs

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

#### Well Planned and Developed Infrastructure

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

#### Inclusive, Thriving, and Livable Community

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

#### Sustainable Built and Natural Environment

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

#### Leadership and Financial Stewardship

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





solutions. They actively engage with the community and recognize the value of **citizen input and interaction**. The City **fosters and supports aspiring leaders** throughout the community.

### **Efficient and Effective Basic Services**

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

### **Identified Departmental Programs and Services**

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

### **Scored Programs and Services and Peer Review**

In the fourth stage, departments scored the programs based on several factors, including the effectiveness in achieving each of the strategic priorities, as well as the program's basic attributes: the degree to which it impacts the strategic priorities, whether or not the City is mandated to provide the service/program; any changes in the demand for the service/program; the level of cost recovery for the service/program; and whether or not other options exist to provide the service/program.

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

### **Surveyed Residents for Program and Service Weights**

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

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

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



#### Analyzed Results in Diagnostic Tool

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

#### Analyzed Results Based on City Council Policy Direction

In June 2012, the City Council received the results of the Priority-Driven Budgeting initiative and provided this budget policy motion with direction for formulating the upcoming biennial operating budget: "That the Administration construct a budget based on the following factors:

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

**Administration Response:** Departments were asked to review this policy direction. In the FY 2013 Budget both the Juvenile Firesetter program and the Child Seat Installation program which were quartile 4 services provided by other entities and were eliminated. In addition in the FY 2014 Budget closure of five pools (quartile 4) and one community center (quartile 4) are additional examples of services that are eliminated where there are alternatives. Citizens can travel to other city pools or community center or join private pool/fitness facilities. All of these alternatives would cost citizens more.

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

**Administration Response:** Departments were asked to review this policy direction. There are 19 programs in the General Fund which are ranked quartile 3 or 4 but which are mandated. Of these 19 programs, four programs in Human Resources (Civil Service Commission, Civil Service Testing and Selection, Classification and Compensation, and Employee Relations) are under review to use technology to provide more efficient cost effective service, one is in Health (Vital Statistics) and is under review to establish new sites and methods to issue birth and death certificates, which will generate additional revenues, and one in Police (Evidence & Property Management Section: Court Property Unit) is under review for a service sharing arrangement; one program (Cemetery Maintenance) has been reduced based on a service review savings from contracting out the maintenance work. The remaining 13 programs are not anticipated to change significantly as part of this budget.

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

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



**Table VI: Service Sharing Proposals**

Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Municipal Demolition Crew	2013	Community Development	Community Development; Private Demolition Companies	This proposal would create a municipal demolition crew as part of the Moving Ohio Forward Grant.	Upon closer review, it has been determined that this proposal is not practical and cannot be implemented.
Expand Procurement Services to Other Municipalities	2013	Finance	Finance; Other Local Jurisdictions	City procurement would offer services to other municipalities in the region.	Purchasing is already involved in shared procurement services as any Ohio political subdivision can use our contracts. Such language is included in all Purchasing bids/contracts. Several local political subdivisions are using the City's road salt contract. The department will begin to more actively solicit other local political subdivisions to participate in our bids or to allow Purchasing to bid materials/ services for the other subdivisions.
Centralize Printing Stores	1/1/2014	Finance	Finance; Other City Departments	Printing Stores would handle all large printing services for City departments. Savings will be realized by other City agencies by reducing duplicate staff duties and equipment and by receiving the discounted rates negotiated by Printing Stores with postage (bulk rates), reproduction, and office supply suppliers.	The Finance Department's Purchasing Division is in the process of finalizing a new Administrative Regulation regarding the Centralizing of Printing Stores by this month.
Expand Taxpayer Services to Other Municipalities	N/A	Finance	Finance; Other Local Jurisdictions	The Income Tax Division would perform tax collection services for other local municipalities. A fee would be charged to the municipalities for this service.	The Finance Department's Income Tax Division is in the process of working with the Law Department to develop a draft plan regarding Expansion of Taxpayer Services to Other Municipalities.

# Budget Summary

## Additional Details on the Priority Driven Budgeting and the Policy Budget Direction



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Usage of Training Facilities by Other Entities	1/1/2014	Fire	Fire Department; Other Regional Fire Departments; Other Local Jurisdictions	Currently other entities utilize Fire Department Training Facilities under a shared agreement but are not charged. This proposal would add a service charge for use of the Training Facilities.	The department is currently reviewing a contract with Anderson Township. The layoff of firefighters would nullify any automatic mutual aid agreement. Negotiations with Anderson Township will resume when the laid off firefighters return to work.
Cincinnati Human Resources Information System (CHRIS) Joint Licensing Venture	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide access to the Cincinnati Human Resources Information System (CHRIS) to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford a large expenditure for their Human Resources Information System.	The Human Resources Department in partnership with ETS is currently working to enhance the internal capacity through implementation of the modules currently owned by the City. Upon completion of the project work, the department will be able to introduce the system as a complete package to local agencies.
Civil Service Commission Cost Sharing with Cincinnati Board of Education	2013	Human Resources	Human Resources; Cincinnati Public Schools (CPS); Cincinnati Board of Education	This proposal would provide Civil Service Commission services and share related expenses with the Cincinnati Public Schools (CPS) and the Cincinnati Board of Education.	The Human Resources Department is currently collecting data to evaluate the span of Civil Service work being performed for the Cincinnati Board of Education to determine the appropriate cost levels.
Civil Service Testing Services	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Civil Service Testing to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	In an effort to prepare to provide this service to local agencies, the Human Resources Department just completed implementation of the NEOGOV applicant system and is currently restructuring the examination process. Upon completion of the restructuring process, the department will introduce the examination model to local agencies for shared services.
Service Provider of Compensation and Classification Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Compensation and Classification services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.



**Additional Details on the Priority Driven Budgeting and the Policy Budget Direction**

Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Service Provider of Investigations and Policy Writing Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Investigations and Policy Writing services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Service Provider of Contract Negotiations Expert Services	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Contract Negotiations services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Service Provider of Training Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Training services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Regional Crime Lab	2013	Police	Police Department; Hamilton County Sheriff's Office; Other Police Departments	A Regional Crime Lab would be pursued to be shared by the Police Department and the Hamilton County's Sheriff's Office to achieve economies of scale in forensic science. Other Police Departments could gain access to the services of the Crime Lab.	The Cincinnati Police Department has met with the Hamilton County Coroner, and discussions concerning a Regional Crime Lab are ongoing.
Greenspace Service Betterment	1/1/2014	Public Services	Public Services; Parks; Recreation Department; Hamilton County Sheriff's Office; Keep Cincinnati Beautiful (KCB); Citizens	This proposal would utilize greenspace maintenance staff from the departments of Parks, Recreation and the Hamilton County Sheriff's Office. These crews would supplement the Department's greenspace crews. Anticipated incremental savings cannot be determined at this time.	Upon consultation with Parks, Recreation, and the Hamilton County Sheriff's Office, this proposal cannot be implemented.

# Budget Summary

## Additional Details on the Priority Driven Budgeting and the Policy Budget Direction



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Bicycle Infrastructure Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Bicycle Riders	Bicycle Infrastructure Cost Sharing with neighboring municipalities that share or may share access to the infrastructure is being pursued. Cost savings will be primarily capital in nature.	There is no update at this time.
Traffic Signal Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Citizens	Currently, the Department Transportation & Engineering (DOTE) has agreements with various public and private entities to operate and service certain traffic signals where the signals are situated across the corporation line or where the signals are interdependent in their operation. DOTE could pursue agreements to operate and service additional traffic signals to neighboring municipalities. This proposal is in the early stages of conceptualization, and demand for these services would be investigated in 2013. Therefore, estimated savings are not available at this time. Depending on the scope of these agreements additional personnel may be required.	The Department of Transportation and Engineering (DOTE) currently has traffic signal agreements at eighty-eight intersections. Twenty-eight of the intersections are at interstate ramps. Seven of the intersections are at boundaries with Hamilton County or the City of Norwood. Fifty-three of the intersections are at driveways with private entities within the City. Each year a bill is submitted to each entity that includes the incurred energy and maintenance costs for the previous year. The existing agreements do not include provisions to recover DOTE administrative or engineering costs. If recovery of those costs is desired, DOTE would need to estimate administrative and engineering costs and then renegotiate all of the agreements. DOTE could also pursue agreements to operate and service additional traffic signals within neighboring jurisdictions. First, it must be determined if the Public Services Department has the capacity to effectively provide services outside the City boundary without diminishing service to the City.



**Additional Details on the Priority Driven Budgeting and the Policy Budget Direction**

Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Client Services Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions	The department offers project design, engineering, construction management, and project management services to other City departments. The department is reimbursed at the prevailing salary of the staff providing the work plus benefits. By the continued use of Client Services, costs to other City departments are less than if an outside consultant is hired to provide these services. These services may be marketable to other agencies outside the City.	There is no update at this time.

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

**Administration Response:** Departments were asked to review this policy direction. There are seven programs/services that are increasing fees or establishing fees to cover their costs in FY 2013. In addition, in FY 2014 there are an additional eight programs/services that are increasing fees or establishing fees to cover costs in FY 2014. Please see the Taxes and Fees section of this document for more details. Finally, there are an additional seven programs/services where new or expanded fee structures in order to cover their costs are being explored. These are not reflected in the budget, but the administration is pursuing the proposals in [Table VII on page 22](#) for implementation during the next two years. An Administration Update on the current status is provided.



**Table VII: Revenue Generation Proposals**

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Status	Target Date
Emergency Communications Center (ECC)	E9-1-1 Cell Phone Fee Funding Extension/ Changes	The 9-1-1 Cell Phone Fee is collected by the State of Ohio via a charge on each individual cell phone bill. These funds are then distributed to the counties who, in turn, distribute them to Public Safety Access Points (PSAPs). This fee is scheduled to sunset on December 31, 2012. Legislation is being considered that would either extend the current legislation or replace the current legislation with a new system for collecting and distributing the 9-1-1 Cell Phone Fee.	Emergency Communications Center (ECC); Citizens	The 9-1-1 Cell Phone Fee is collected by the State of Ohio via a charge on each individual cell phone bill. These funds are then distributed to the counties who, in turn, distribute them to Public Safety Access Points (PSAPs). This fee was scheduled to sunset on December 31, 2012, but new legislation continued the 9-1-1 Cell Phone Fee (at a slightly reduced level). The new legislation also calls for changes in 2014 that will incentivize the consolidation of Public Safety Access Points (PSAP) on a county by county basis which could affect the City's Emergency Communications Center (ECC).	01/01/13
Finance	Implement an Online Storefront for Printing Stores	This proposal would implement an online storefront and market Printing Stores for reproduction and supply needs to other entities. Printing Stores would be a "one stop" shop with fast and effective online ordering and competitive rates to allow outside agencies to receive the City's discounted pricing.	Finance; Enterprise Technology Solutions (ETS); Other Local Jurisdictions	In Progress	06/01/13
Finance	Increase Employee Contribution to Healthcare	The Administration will be negotiating with the various union groups to raise the premium share for employees to 10%, increase deductibles to \$500/ \$1000, and raise out of pocket maximums to \$2,000/ \$4,000 for CY 2014 and beyond. The employer healthcare costs for FY 2014 assumes that non-represented employees and employees within the AFSCME and CODE bargaining units will have healthcare plans with the proposed increase in cost sharing for employees in the 2014 calendar year. The FY 2015 budget assumes that all employees will have increased premium cost share plans in the 2015 calendar year.	Finance; Human Resources; Budget & Evaluation; City Employees	In progress	01/01/14





**Additional Details on the Priority Driven Budgeting and the Policy Budget Direction**

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Status	Target Date
Health	Vital Statistics Satellite Sites	The department is exploring how to establish new sites and methods to issue birth and death certificates. In 2012, the State of Ohio implemented a new software system that allows local health departments to issue birth certificates from the state database of scanned certificates. The Vital Statistics group is exploring options on how this change will allow the city to open satellite sites. Also, the city is also deploying an unmanned kiosk for taking orders at UC Health. While this kiosk does not issue any certificates (they are mailed), this process allows the person ordering the certificate to avoid a trip to the Vital Statistics' office. There is no projected revenue enhancement.	Health Department; Citizens; Business Community	There is no update at this time.	2013
Metropolitan Sewer District (MSD)	Incineration Services	The Metropolitan Sewer District (MSD) is seeking additional customers to sell excess capacity in the incinerators at the Mill Creek and the Little Miami Wastewater Treatment Plants. MSD currently sells excess capacity to Butler County for a fee.	Metropolitan Sewer District (MSD); Other Wastewater Treatment Facilities in the Area; Ratepayers	There is no update at this time.	Mid-Year 2013
Police	Alarm Registration Fee	The Police Department is researching an alarm registration fee for all new and renewed residential alarms within the City. This action would require City Council to amend the False Alarm Ordinance.	Police Department; Finance Department; Citizens	There is no update at this time.	2013
Police	Background Investigation Fee	The Police Department currently provides background investigations to other city departments at no charge. This proposal would implement a fee charged to other city departments for cost reimbursement.	Police Department; Other City Departments	There is no update at this time.	2013
Public Services	Dumpster Service to City Departments	This proposal would charge fees to other City Departments who utilize the Department's dumpster service. Anticipated incremental savings cannot be determined at this time.	Public Services; Parks; Recreation Department; Health Department; Greater Cincinnati Water Works (GCWW); Metropolitan Sewer District (MSD); Fleet Services	Under review for possible implementation in the FY 2015 Budget	01/01/14

**Budget Balancing**

Senior leadership evaluated the City-wide results with a focus of review quartile 3 and 4 programs at a City Manager's Retreat to determine additional program reductions, changes and/or eliminations. Based in part on that retreat and follow-up analysis by the Budget Staff the following Priority Driven Budgeting, Quartile 4 programs are reduced or eliminated in the FY 2013 Stub budget and the FY 2014 budget:

## Budget Summary



### Additional Details on the Priority Driven Budgeting and the Policy Budget Direction

- Human Services Policy Funding is reduced (\$646,150) and Center for Closing the Health Gap is reduced (\$100,000)
- Media Bridges Support is eliminated (\$300,000)
- Neighborhood Support Program (NSP) and Neighborhood Business District (NBD) Funding is reduced to \$2,500 each neighborhood group (\$279,950)
- Mounted Patrol is eliminated (\$188,350 total, incremental 2014 amount is \$95,000)
- Close five pools after the 2013 pool season (167,653)
- Juvenile Firesetter Program is eliminated (\$84,100)
- Funding for the Greater Cincinnati Chamber of Commerce is reduced (\$75,000)
- Closed captioning for Citicable is reduced (\$20,213)
- Downtown and Neighborhood Gateways Program is eliminated (\$57,480)
- Maintenance of Wesleyan Cemetery is reduced (\$57,000)
- The Claims program in Law is reduced (\$55,664)
- Arts Grants is eliminated (\$50,000)
- Funding for the African American Chamber of Commerce is reduced (\$50,000)
- A contract with Hamilton County Social Services to provide services related to the Cincinnati Initiative to Reduce Violence (CIRV) will be eliminated (\$50,000)
- Funding for the Greater Cincinnati Film Commission is reduced (\$25,000).
- Child Seat Installation Service is eliminated (\$200 in direct costs plus time and training)

The following Quartile 3 programs are reduced or eliminated

- Maintenance and miscellaneous expenses in Recreation are reduced (\$289,969)
- Funding for the Greater Cincinnati Energy Alliance to perform reduced cost home energy audits for City residents is eliminated (\$150,000)
- Close one community center (127,705)
- Reduction of a Chronic Nuisance Attorney (\$115,648)
- The City's Energy Management Program is eliminated (100,015)
- The Community Prosecution program in the Law Department will be eliminated (\$83,857)
- The Delinquent Accounts/Receivables program will be eliminated (\$75,460)
- The Claims Program in the Law Department will be eliminated (\$55,680)
- The Urban Agriculture program is eliminated which includes \$35,000 for the Cincinnati Civic Garden Center and \$15,000 for an outside, urban agriculture consultant (\$50,000 total).
- Decrease field recycling for city facilities (\$15,571)
- Funding for Keep Cincinnati Beautiful is reduced (\$11,550)



There are no Quartile 1 or 2 program that will be completed eliminated. However, there are Quartile 1 and 2 programs that will be reduced as follows:

- Funding for Nature Education (\$253,000)
- Funding for environmental inspections for restaurants/homes is reduced (\$522,282)
- Funding for Misdemeanor Prosecution services is reduced (\$89,936)

In addition, Police services are generally ranked in Quartile 1 and 2. However, Police has \$27.5 million in Quartile 3 and 4 programs and their total FY 2014 cut is \$2.7 million, which is primarily related to the elimination of a recruit class. Police plans to reorganize in order to minimize the impact on street strength however, even with the reorganization Quartile 1 and 2 services may be impacted.

### **Priority Driven Budgeting Community Engagement**

Community Engagement didn't stop with the identification of the seven community priorities. Budget staff held four follow-up meetings with a group of community leaders, community council leaders, the public at large, and a focus group related to the Office of Environmental Quality programs to discuss the results and next steps in the budget process. The Administration is also in the process of convening a citizens budget committee to guide decisions on how to engage citizens in the preparation of the next biennial budget.

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

While it is the first year Cincinnati has engaged in priority-driven budgeting to this extent, it provides a foundation for examining the services and programs the City provides that are important to the people the City serves. A list of each Program identified in the Priority Driven Budgeting process and its status in the FY 2014-2015 Budget is included as Appendix A on page [441](#).

### **COMMUNITY PRIORITY REQUESTS**

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

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

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

### **Funding Recommendations**

Funding recommendations for the Community Priority Requests were developed concurrently with the development of the FY 2013/14 Capital Budget and were allocated by department as shown in [Table VIII on page 26](#).

# Budget Summary

## All Funds Budget



**Table VIII: FY 2013/14 Community Priority Request Funding by Department**

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

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

The Office of Budget & Evaluation has completed a summary of approved funding by neighborhood which is included in Appendix B on page 517.

### ALL FUNDS BUDGET

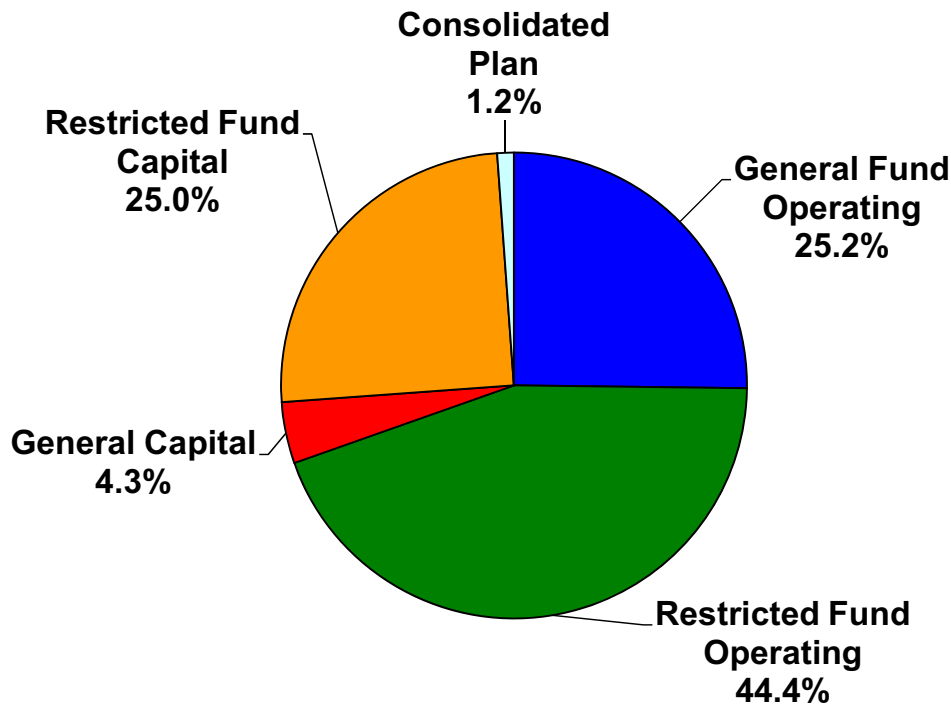
The following sections describe the Approved FY 2014-2015 All Funds Budget. Each of the three components of the all funds budgets are highlighted (Operating Budget, Capital Budget, Consolidated Plan Budget).

**Table IX: Approved FY 2014-2015 All Funds Budget**

(\$ in Millions)	CY 2011 Approved Budget	CY 2012 Approved Update	FY 2013 Approved Stub Budget	FY 2014 Approved Budget	\$ Change From CY 2012	% Change From CY 2012	FY 2015 Approved Budget
<b>Operating Budget</b>							
General Fund	\$355.9	\$363.7	\$177.7	\$360.4	(\$3.3)	-0.9%	\$352.3
Restricted Funds	\$546.1	\$580.0	\$281.2	\$635.6	\$55.6	9.6%	\$636.5
Subtotal Operating Budget	\$902.0	\$943.7	\$458.9	\$996.0	\$52.3	5.5%	\$988.9
<b>Capital Budget</b>							
General Capital Budget	\$55.8	\$54.8	\$34.5	\$60.8	\$6.0	11.0%	\$53.1
Restricted Funds Capital	\$266.0	\$295.4	\$42.9	\$357.5	\$62.1	21.0%	\$332.1
Special Revenue/Matching Capital	\$11.5	\$11.3	\$0.0	\$1.5	(\$9.8)	-86.7%	\$21.4
Subtotal Capital Budget	\$333.2	\$361.5	\$77.4	\$419.8	\$58.3	16.1%	\$406.6
Consolidated Plan Budget	\$21.3	\$17.7	\$8.4	\$16.7	(\$1.0)	-5.7%	\$16.3
<b>Total Budget</b>	<b>\$1,256.6</b>	<b>\$1,322.8</b>	<b>\$544.7</b>	<b>\$1,432.5</b>	<b>\$109.6</b>	<b>8.3%</b>	<b>\$1,411.7</b>



**Graph II: Approved FY 2014-2015 All Funds Budget**



**OPERATING BUDGET**

**Table X: Approved Fiscal Years 2014-2015 Biennial Operating Budget**

(\$ in Millions)	CY 2012 Approved Update	FY 2013 Approved Stub	FY 2014 Approved Budget	Change From CY 2012	Change From FY 2013	FY 2015 Approved Budget	Change From FY 2014
General Fund	\$363.7	\$177.7	\$360.4	-0.9%	102.8%	\$363.5	0.9%
Restricted Funds <sup>1</sup>	\$580.0	\$281.2	\$635.5	<u>9.6%</u>	<u>126.0%</u>	\$640.3	<u>0.8%</u>
Total Operating Budget	\$943.7	\$458.9	\$995.9	5.5%	117.0%	\$995.9	0.0%

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

As shown in [Table X on page 27](#), the Approved Fiscal Year (FY) 2014 General Fund Operating Budget is \$360.4 million. As the FY 2013 Operating Budget represents a six-month stub period, comparing the Approved FY 2014 Operating Budget to the FY 2013 Stub Budget is not meaningful as a means of identifying year over year change. The Approved FY 2014 General Fund Budget represents a decrease of \$3.3 million, or 0.9%, from the Calendar Year (CY) 2012 Approved Budget Update. The Approved FY 2014 Restricted Funds Operating Budget of \$635.5 million represents an increase of \$55.5 million, or 9.6%, over the CY 2012 Approved Budget Update. This increase is primarily due to sizeable debt service increases within the Water Works Fund, the Parking Systems Facilities Fund, and the Metropolitan Sewer District fund as well as expenditure increases within the Income Tax-Infrastructure Fund as a means of offsetting General Fund budget reductions. These increases are offset by a reduction in the Street, Construction, Main-



tenance and Repair Fund that is required to maintain adequate fund balances in both years of the biennium as well as the abolishment of the Cable Communications Fund and the Parking Meter Fund that became effective for FY 2013.

The Approved FY 2015 General Fund Operating Budget is \$363.5 million and represents an increase of \$3.2 million, or 0.9%, over the Approved FY 2014 General Fund Operating Budget. The Approved FY 2015 Restricted Funds Operating Budget of \$640.3 million represents an increase of \$4.8 million, or 0.8%, over the Approved FY 2014 Restricted Funds Operating Budget. The increase in FY 2015 for both the General Fund and the Restricted Funds is primarily related to standard inflationary increases which are offset by health care savings from shifting a larger portion of these costs to employees.

All funds are balanced to resources in 2014. More details on the Restricted Funds changes are in the Restricted Funds Resources and Expenditures section of the Operating Budget Document. It should be noted that in order to balance FY 2015, City Council passed a resolution that assumed a 3.1% across the board cut. This cut will need to be replaced with specific cuts and/or revenue enhancements in order to balance the FY 2015 budget. The budget development process will occur in the spring of 2014.

**Table XI: General Fund FY 2014 Continuation Budget / FY 2014 Approved Comparison**

<i>(\$ in Millions)</i>	FY 2014 Continuation Budget	FY 2014 Approved Budget	Increase / (Decrease)	% Change FY 2014 Cont. to FY 2014 App
Public Safety Total	\$223.8	\$220.3	(\$3.4)	-1.5%
Non-Public Safety Total	\$124.9	\$115.6	(\$9.4)	-7.5%
Total Departmental Budgets	\$348.7	\$335.9	(\$12.8)	-3.7%
Employee Benefits Total	\$10.2	\$9.8	(\$0.4)	-4.2%
Non-Departmental Total	\$14.2	\$14.7	\$0.5	3.8%
Total General Fund Operating Budget	\$373.1	\$360.4	(\$12.7)	-3.4%

As shown in [Table XI on page 28](#), the forecasted FY 2014 General Fund continuation budget (a budget to provide the same level of services in FY 2014 as in FY 2013 and includes anticipated inflationary increases and assumptions for wage increases), totals \$373.1 million. Of this amount, public safety departments comprise a total of \$223.8 million, and non-public safety departments comprise a total of \$124.9 million. In contrast, the Approved FY 2014 General Fund Budget totals \$360.4 million and includes \$220.3 million for public safety departments and \$115.6 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$3.4 million, or 1.5%, and \$9.4 million, or 7.5%, respectively.

[Table XI on page 28](#) shows that expenditure reductions of \$12.7 million are included in the Approved FY 2014 General Fund Budget when compared to the FY 2014 Continuation Budget. The section below describes the impact on FY 2014 only, but where there are additional savings in FY 2015 this is noted in the narrative. The FY 2014 decrease is primarily due to:



*- \$2.7 million: Police Recruit Class*

A total of \$2.7 million will be saved in FY 2014 through the elimination of a planned recruit class of 50 within the Cincinnati Police Department (CPD). For FY 2015, this results in \$4.0 million in savings.

*- \$2.6 million: Position Vacancy Savings*

The elimination of 17 miscellaneous full-time vacant positions will generate \$1.9 million in savings during FY 2014. In addition, multiple positions throughout the City organization will be held vacant for a portion of FY 2014 to generate an additional \$0.7 million in savings during the period. These vacant position eliminations and prolonged position vacancies will further challenge departments that have already experienced significant funding and position reductions in prior budget years.

*-\$1.9 million: Shift of Eligible Costs to Other Funding Sources*

The shift of General Fund expenditures that are eligible uses of other restricted funding sources will generate \$1.9 million in savings during FY 2014. These funding shifts are predominantly the result of personnel reimbursements sought from other funding sources such as capital projects, restricted funds such as the Income Tax-Infrastructure Fund and the Sawyer Point Fund, and the 911 Cell Phone Fees Fund. While the shift of these resources will leave less funding available for other uses within the new funding sources, this means of General Fund expenditure reductions has limited the negative impact to stakeholders.

*- \$1.7 million: Reduction in Funding to Outside Entities*

Reducing or eliminating funding to outside entities will achieve savings of \$1.6 million during FY 2014. The Approved FY 2014 General Fund Operating Budget includes the following reductions:

- Human Services Policy funding is reduced by \$646,150.
- Neighborhood Support Program (NSP) and Neighborhood Business District (NBD) Funding in the amount of \$494,950 is eliminated.
- Funding for the Greater Cincinnati Chamber of Commerce is reduced by \$75,000 to provide a total funding level of \$100,000.
- Funding for the Greater Cincinnati Energy Alliance is reduced by \$75,000 to provide a total funding level of \$75,000.
- Funding for the African American Chamber of Commerce is reduced by \$50,000 to provide a total funding level of \$100,000.
- Funding for the Greater Cincinnati Film Commission is reduced by \$25,000 to provide a total funding level of \$50,000.
- Funding for Keep Cincinnati Beautiful is reduced by \$11,550.
- Funding for the Cincinnati Center City Development Corporation (3CDC) for Fountain Square is reduced by \$85,000.
- The Urban Agriculture program within the Office of Environmental Quality is eliminated, which includes \$35,000 for the Cincinnati Civic Garden Center and \$15,000 for an outside, urban agriculture consultant (\$50,000 total).
- The City's Arts Grants program is eliminated, which will save \$50,000.



- A contract with Hamilton County Social Services to provide services related to the Cincinnati Initiative to Reduce Violence (CIRV) will be eliminated, which will save \$50,000.
- Funding for the Port of Greater Cincinnati Development Authority is reduced by \$107,300

The funding reductions for outside entities were not taken lightly by the City Council. These reductions will preserve other City programs and services that have been deemed a higher priority by stakeholders through the Priority Driven Budgeting exercise.

*- \$1.4 million: Salary and Benefits Savings from Current Employees*

A total of \$1.4 million in savings will be generated through the combination of increasing employees' cost share for healthcare, reducing the cost of living adjustments (COLAs), and implementing cost savings days for executive and senior level management within departments that receive funding from the General Fund. Increasing the employee cost share for healthcare from the current 5% to 10% will generate approximately \$616,500 in General Fund savings during FY 2014. This savings amount assumes that non-represented employees along with employees represented by the Cincinnati Organized and Dedicated Employees (CODE) bargaining unit and the American Federation of State, County, and Municipal Employees (AFSCME) will transition to the new cost share plan effective January 1, 2014. All employees will transition to the new cost share model effective January 1, 2015. These changes will require ratification in each impacted bargaining unit's labor contract with the City to take effect. If this occurs, the health care savings for FY 2015 will be \$1.7 million.

The FY 2014 General Fund Continuation Budget was formulated with the assumption that all employees will receive a 2% cost of living adjustment in FY 2014, effective for each employee group on that group's labor contract anniversary date. By changing the planned cost of living adjustment from 2% to 1%, savings of approximately \$250,000 will result during FY 2014 and provide a \$2.5 million impact for FY 2015.

Employees within Division 5 (Executive Management), Division 8 (Senior Management), and high level management positions within the Department of Law will be furloughed for two weeks through ten cost savings days during FY 2014. The cost savings days will be applied to all applicable employees within departments that receive General Fund budget appropriations, regardless of each employee's funding source. Employees within the Greater Cincinnati Water Works, the Stormwater Management Utility, the Metropolitan Sewer District, the Parking Facilities Division, and the Division of Aviation will be exempt from cost savings days. The proposed ten cost savings days will generate approximately \$500,000 during FY 2014.

*- \$1.4 million: Miscellaneous Personnel and Non-Personnel Reductions*

Miscellaneous personnel reductions that include reductions to non-sworn overtime, miscellaneous employee benefits savings, and elimination of miscellaneous positions will generate approximately \$0.5 million in FY 2014. In addition, miscellaneous non-personnel reductions that include a \$100,000 across-the-board reduction to non-local travel and training, a reduction to temporary personnel, reductions to printing services and office supplies throughout the City organization, and car allowance eliminations will generate an additional \$0.9 million in savings during FY 2014.

*- \$1.0 million: Various Service Level Reductions*

Reducing the service levels of various programs throughout the City organization will result in the elimination of 20.76 FTE and savings of \$1.1 million during FY 2014. Examples of these reductions include the elimination of various positions within the Health Department's Community Health/Nursing programs,





the elimination of prosecution position within the Law Department, and the reduction of part-time maintenance staffing within the Department of Recreation. While these eliminations are not without a negative impact to each impacted program's stakeholders, the eliminations are preferable to other reductions with a higher magnitude of negative impact if implemented. Please see the Priority Driven Budgeting section of this document for an evaluation of cuts by quartile ranking.

*- \$0.7 million: Change in Employer Contribution to the Cincinnati Retirement System*

The FY 2014 Continuation Budget included increasing the employer contribution rate to the Cincinnati Retirement System (CRS) from 20% in Calendar Year (CY) 2013 to 24% in CY 2014. This increase was dependent upon the implementation of the proposed parking franchise, effective at the beginning of FY 2014. As the proposed parking franchise is no longer a certainty, the employer contribution to CRS will instead be increased to 22% for CY 2014 and to 24% for CY 2015 as was originally planned. Increasing the employer contribution to 22% instead of 24% for CY 2014 will generate approximately \$0.7 million in General Fund savings during FY 2014.

*- \$0.9 million: Program/Service Eliminations*

The elimination of certain programs and services during FY 2014 will generate approximately \$0.9 million in savings and result in the reduction of 15.73 FTE within the General Fund. The following programs/services will be eliminated:

- Closure of the Camp Washington, Fairview, Filson, Spring Grove Village, and Ziegler pools after the 2013 pool season will save \$167,650 within the General Fund for FY 2014.
- The Bush Recreation Center in Walnut Hills will be closed, which will save \$127,710 within the General Fund.
- The Mt. Auburn Recreation Center will be closed, which will save \$75,190 within the General Fund.
- The Chronic Nuisance Program in Law will be eliminated, saving \$115,650.
- The Energy Management program within the Office of Environmental Quality will be eliminated, saving \$100,020. This amount represents the Energy Manager position that was added in FY 2013 to find ways to generate utility savings within City departments. This position has not yet been filled due to the recent hiring freeze. An additional \$75,000 cut within this program for a contract with the Greater Cincinnati Energy Alliance is discussed in the "Reductions in Funding to Outside Entities" section of this narrative.
- The Mounted Patrol within the Cincinnati Police Department will be eliminated, saving \$95,000. These savings represent the mounted patrol facility lease and other sundry non-personnel items for the unit. The sworn personnel within the unit will be redeployed to other assignments within the department.
- The Delinquent Accounts/Receivables program within the City Treasury Division of the Finance Department will be eliminated, saving \$75,460. This may impact future revenue collections.

Please see the Priority Driven Budgeting section of this document for an evaluation of these cuts by quartile ranking.

*- \$0.8 million: Miscellaneous Efficiencies and Service Review Savings*



Savings in this category represent savings achieved through implementing program efficiencies and/or the capture of funding that will not be needed during FY 2014. This includes the operating savings that will result when the Price Hill and Clifton Recreation Centers are closed for renovation during FY 2014, the elimination of a temporary position within the Accounts and Audits Division of the Finance Department that was added to assist with the City's fiscal year change and is no longer necessary, purchasing energy for street lights and traffic signals on open energy markets, and the elimination of two additional solid waste collection routes through efficiencies stemming from the recent changes to the City's solid waste collections. Additionally, the merging of the Economic Development and Community Development Departments into the Department of Trade and Development will create program efficiencies.

*- \$0.5 million: Fleet Services Savings*

A total of \$0.5 million in savings will result in FY 2014 between fleet maintenance costs and fuel. The primary reason for this decrease is the reduction of fuel costs from the \$3.90 per gallon in FY 2013 to \$3.64 per gallon for FY 2014.

*+ \$0.7 million: Service Enhancements*

An additional \$0.7 million is necessary in FY 2014 in order to provide for certain service enhancements. The majority of this need is related to the enhanced solid waste collections that the Department of Public Services began implementing in FY 2013. In order to effectively manage the enhanced services, funding will be added for an in-house trash cart maintenance program that once implemented may be able to also service the recycling carts, the addition of a Customer Service Representative position to assist with the additional call volume resulting from the solid waste collection changes, and additional part-time staffing to effectively carry out the restored Yard Waste Collection program. Based on the overall operating reductions and revenue generation from the Solid Waste plan implemented in FY 2013, this program overall still results in operating budget savings.

*+ \$2.3 million: Adjustments to Costs to Maintain Current Services*

Additional funding in the amount of \$2.3 million will be necessary to ensure the continuity of ongoing operations during FY 2014. An additional \$1.3 million will be necessary for the Cincinnati Fire Department in order to adequately fund additional lump sum payments expected in relation to the Ohio Police and Fire Pension Fund (OP&F) Deferred Retirement Option Program (DROP), additional longevity payments due to employees, increased employee benefits costs due to changes in employee plan elections, and certification pay.

An additional \$0.7 million will be needed for the Health Department due to the delay in implementation of certain provisions of the Affordable Care Act (ACA). These provisions were originally expected to generate additional Health Services Fund revenues in FY 2014 that would have been used to offset the department's General Fund need. The FY 2014 General Fund Continuation Budget included a reduction to the Health Department's budget in relation to this expectation, so this restoration of General Fund resources for FY 2014 represents an increase from the department's established continuation budget target even though the restored funding level does not represent an increase in funding levels in prior budget years.

A net need of \$0.3 million is necessary for the non-departmental accounts. This additional funding is necessary to provide for increased software maintenance and licensing costs and to align the funding within the Property Investment Reimbursement Agreement (PIRA) account and the Judgments against the City account in order to provide a prudent funding level based on potential expenses for FY 2014. These



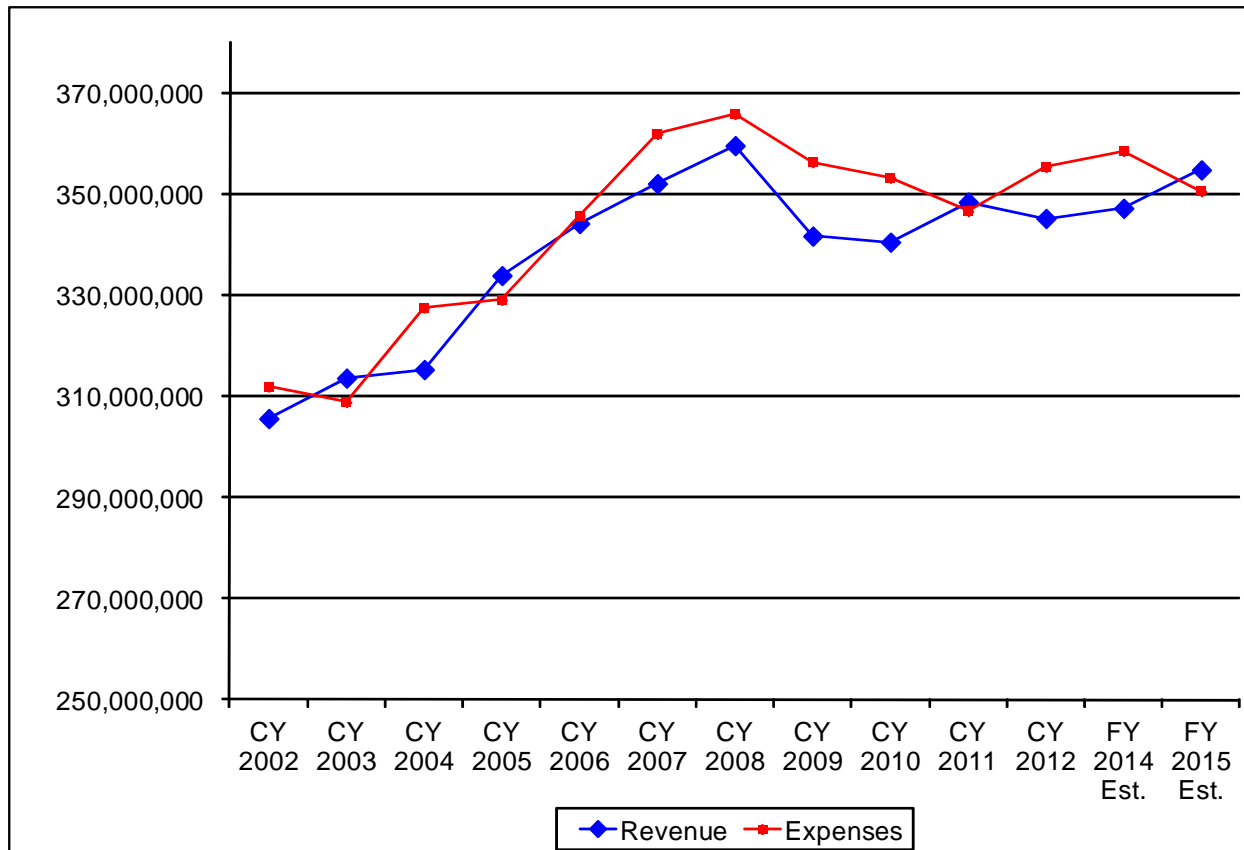
increases are offset by a \$0.4 million reduction to the Lump Sum Payment account to align the FY 2014 budget with expected non layoff related attrition for the period.

The specific changes previously noted, in addition to a net decrease of \$0.1 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$12.7 million decrease from the FY 2014 continuation budget. On page 179 of the Operating Budget, there is a comparison of each department's continuation budget to the approved budget.

**GENERAL FUND MULTI-YEAR FORECAST**

The FY 2014-2015 Biennial Budget for the General Fund was approved in the context of a multi-year financial forecast of resources and expenditures. As shown in [Graph III on page 33](#), annual expenditures have generally exceeded annual revenue in the past several years. The City has relied on carryover balances and one-time sources to compensate for this structural imbalance in the General Fund. Carryover balances alone were not sufficient in FY 2014-2015 to balance the budget so \$12.7 million in specific expenditure cuts were implemented. As shown in [Graph IV on page 34](#), General Fund carryover balances have fluctuated since 1999 and is no longer available to address annual operating deficits. Since 2009 the City has relied on transfers from alternate funds, such as the working capital reserve, and other one-time sources to balance General Fund resources with expenditures. As shown on the graph below the gap in FY 2014 covered by use of fund balance totals \$15.1 million. In addition, FY 2015 assumes an \$11.2 million across the board cut to balance.

**Graph III: General Fund Revenue and Expenditure Trends**



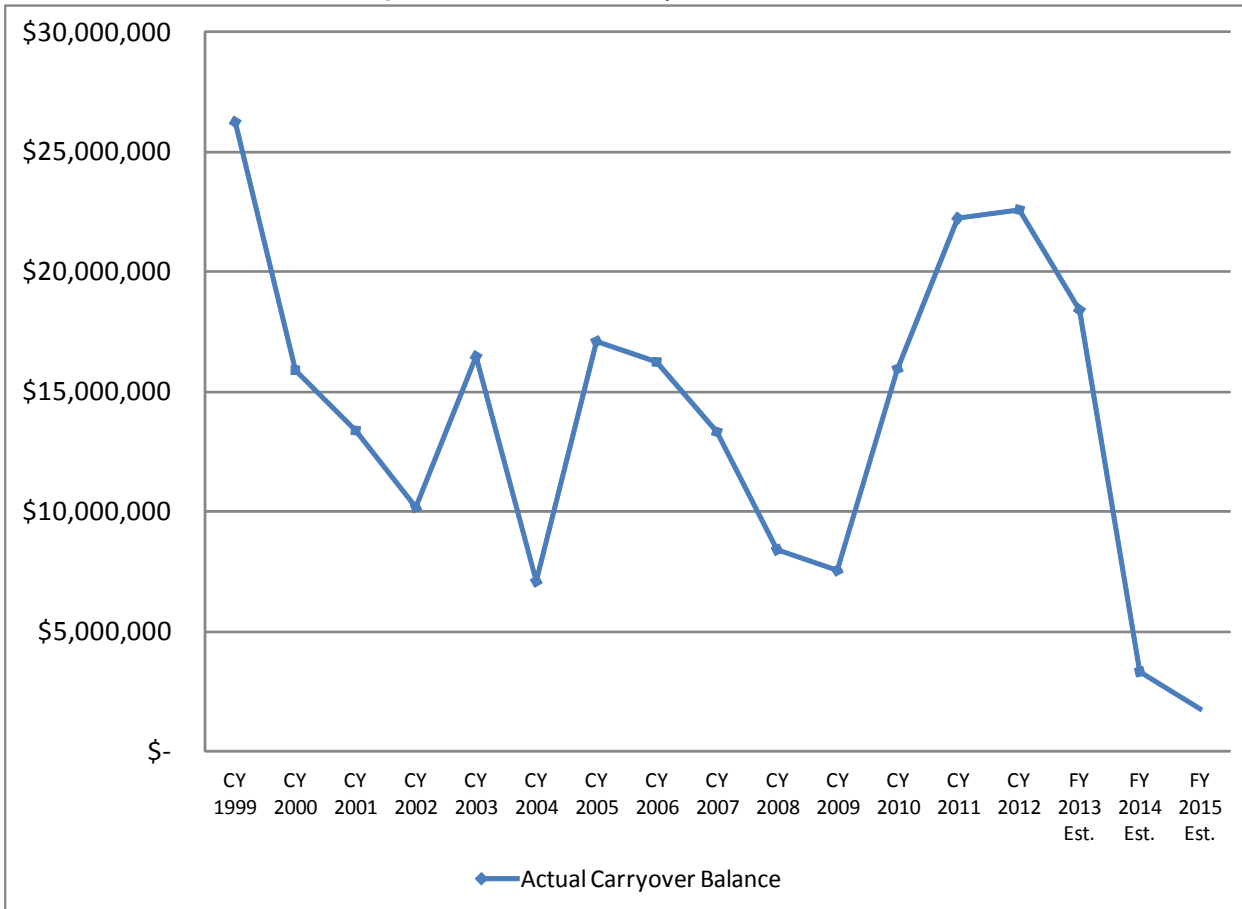
# Budget Summary

## General Fund Multi-Year Forecast



NOTES: Trends are based on actual resources and expenditures for CY 2002-2012 and estimates for FY2014-2015. FY 2013 is omitted since it represents a six month stub period.

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



[Graph XII on page 35](#) shows the multi-year General Fund forecast (CY 2012 - FY 2016) incorporating the revised revenue and expenditure estimates as well as the Approved FY 2013-2014 General Fund Budget. Revenues are expected to grow by an average 2.4% for the forecast period and average expenditures are expected to increase 0.1%, this assumes additional expenditure reductions required in FY 2015 and FY 2016 are made.



**Table XII: June 2013 General Fund Forecast CY 2012- FY 2016**

(\$ in Thousands)	CY 2012 Actual	FY 2013 Approved Stub	FY 2013 Stub Estimate	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget
<b>Resources</b>						
Operating Revenues	\$345,236	\$164,063	\$168,163	\$347,256	\$354,846	\$363,594
Transfers-in	<u>\$13,125</u>	<u>\$1,520</u>	<u>\$2,801</u>	<u>\$68</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Resources</b>	<b>\$358,361</b>	<b>\$165,583</b>	<b>\$170,964</b>	<b>\$347,324</b>	<b>\$354,846</b>	<b>\$363,594</b>
<b>Expenditures</b>						
Operating Expenditures	\$355,420	\$177,718	\$178,068	\$ 373,072	\$383,731	\$392,831
Transfers-out	<u>\$3,497</u>	<u>\$0</u>	<u>\$500</u>	<u>\$3,823</u>	<u>\$5,772</u>	<u>\$4,672</u>
<b>Total Expenditures</b>	<b>\$358,918</b>	<b>\$177,718</b>	<b>\$178,568</b>	<b>\$ 376,895</b>	<b>\$389,503</b>	<b>\$397,503</b>
<b>Expenditure Savings</b>	<b>\$0</b>	<b>(\$889)</b>	<b>(\$921)</b>	<b>(\$1,802)</b>	<b>(\$1,762)</b>	<b>(\$1,804)</b>
2014/2015 Specific Expenditure Cuts			406	(\$12,694)	(\$20,199)	(\$20,199)
2015/2016 Expenditure Cuts/Revenue Enhancements					(\$11,186)	(\$11,886)
<b>Yearly Balance</b>	<u>(\$556)</u>	<u>(\$11,247)</u>	<u>(\$7,089)</u>	<u>(\$15,075)</u>	<u>(\$1,510)</u>	<u>(\$21)</u>
Prior Year Cancelled Encumbrances	\$881	\$0	\$2,900	\$0	\$0	\$0
Previous Year Carryover Balance	\$22,276	\$13,602	\$22,601	\$18,413	\$3,337	\$1,827
Non-GAAP Carryover Balance	\$22,601	\$2,356	\$18,413	\$3,337	\$1,827	\$1,807

**Biennial Budget Forecast Assumptions**

Because of prior year income tax performance, the FY 2014 and FY 2015 growth rates for income tax are estimated at 3.7% and 2.1% respectively. Due to the stub period FY 2014 is compared to CY 2012. The FY 2014 and FY 2015 Property Taxes are expected to grow 6.4% and 16.5% respectively based on the restoration of the millage rate to 5.7 mills in CY 2014 and 6.1 mills in CY 2015. This increase is offset by the complete elimination of the Estate Tax and reduction of the Local Government Fund which results in a reduction of State Shared revenues by 59.1% and 4.4% respectively for FY 2014 and FY 2015. The total General Fund revenue estimate for FY 2014 is \$347.3 million and includes several revenue enhancements (please see the taxes and fees section of the Part I Budget Summary section for additional information). The total General Fund revenue estimate for FY 2015 is \$354.8 million. Additional information on General Fund revenues can be found in the General Fund Revenues section of the Part IV Financial Summaries section.

In FY 2014, there were expenditure reductions across all but two City departments resulting in a net decrease of \$12.7 million in total expenditures. The Operating Budget Section of the Part I Budget Summary section includes more details on this decrease in expenditures. The multi-year forecast in [Table XII on page 35](#) assumes that there are salary increases of just 1% in the biennium for represented, professional, technical, and managerial employees. This is in exchange for employees paying a larger share of Health Care expenses. General Non-personnel inflationary increases for FY 2014 and FY 2015 are 3.2% and 3.31% respectively.

In addition, the forecast reflects transfers out amount of \$3.8 million in FY 2014 and \$5.8 million in FY 2015. This includes non-tax revenues used to pay debt service for Focus 52 Program commitments as well as repaying the Bond Retirement Fund and TIF Districts for prior year borrowing.

# Budget Summary

## Capital Budget



The FY 2015 budget requires an additional \$11.2 million in reductions. Specific reductions and/or revenue enhancements will have to be identified during the FY 2015 Budget Update process and will include use of Priority Driven Budgeting in order to more strategically allocate resources.

Table XIII on page 36 provides a summary of the major assumptions in the multi-year General Fund forecast.

**Table XIII: Forecast Assumptions**

Assumptions	FY 2014	FY 2015	FY 2016
Income Tax Growth	3.7%	2.1%	2.9%
Personnel Increases: Represented (Notwithstanding existing labor contracts)/Non-Represented	1%/1%	1%/1%	1%/1%
Non-Personnel Increases	3.2%	3.31%	3.31%

### Cautions for the Multi-Year Forecast

With additional expenditure reductions of \$11.2 million assumed in FY 2015, the General Fund budget is balanced in the biennium resulting in an approximate \$3.3 million carryover in FY 2014 and \$1.8 million carryover in FY 2015. The FY 2014 carryover amount, the working capital reserve and the emergency reserves combined provide total reserves of about 7.9% of the annual General Fund revenue, which is less than the City's policy of a minimum combined balance target standard of 10% of revenue. In addition, any personnel services increases (e.g., labor contracts) will cause the General Fund to be out of balance and will require additional expenditure reductions or revenue increases in the General Fund.

### CAPITAL BUDGET

*Please note: This Budget Summary of the Capital Budget includes Fiscal Year 2014 and Fiscal Year 2015 but also includes the six month stub budget period from January 1, 2013 through June 30, 2013. This stub period represents Capital Budget funding that was needed during the six month period as the City transitioned from a calendar fiscal year to the new fiscal year starting July 1 and ending June 30. Throughout the document the 18 month period between January 1, 2013 and June 30, 2014 is called FY 2013/14.*

The Capital Budget provides funding for the improvement or purchase of City assets. For more than 23 years, the City has made significant progress in addressing its infrastructure needs through the Capital Budget. In FY 2013/14, the City has dedicated more than two-thirds of the General Capital Budget to infrastructure projects, such as street repair and facility improvements. In addition, the City has used utility fees for Restricted Fund Capital Budget infrastructure projects, such as replacement of water and sewer lines and facilities.



**Table XIV: 2013/14-FY 2015 Capital Budget**

	<b>CY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>%</b>	<b>FY 2015</b>	<b>%</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Change</b>	<b>Approved</b>	<b>Change</b>
<i>(\$ in Millions)</i>	<b>Budget</b>	<b>Budget (Stub)</b>	<b>Budget</b>	<b>From CY 2012</b>	<b>Budget</b>	<b>From FY 2014</b>
General Capital	\$54.8	\$34.5	\$60.8	10.9%	\$53.1	-12.7%
Restricted Funds Capital	295.4	42.9	357.5	21.0%	332.1	-7.1%
Special Revenue Capital	0.6	0.0	0.4	-33.3%	0.3	-25.0%
Federal/State Capital Matching Funds	10.7	0.0	1.1	-89.7%	21.1	1818.2%
Total All Funds Capital Budget	\$361.5	\$77.4	\$419.8	16.1%	\$406.6	-3.1%

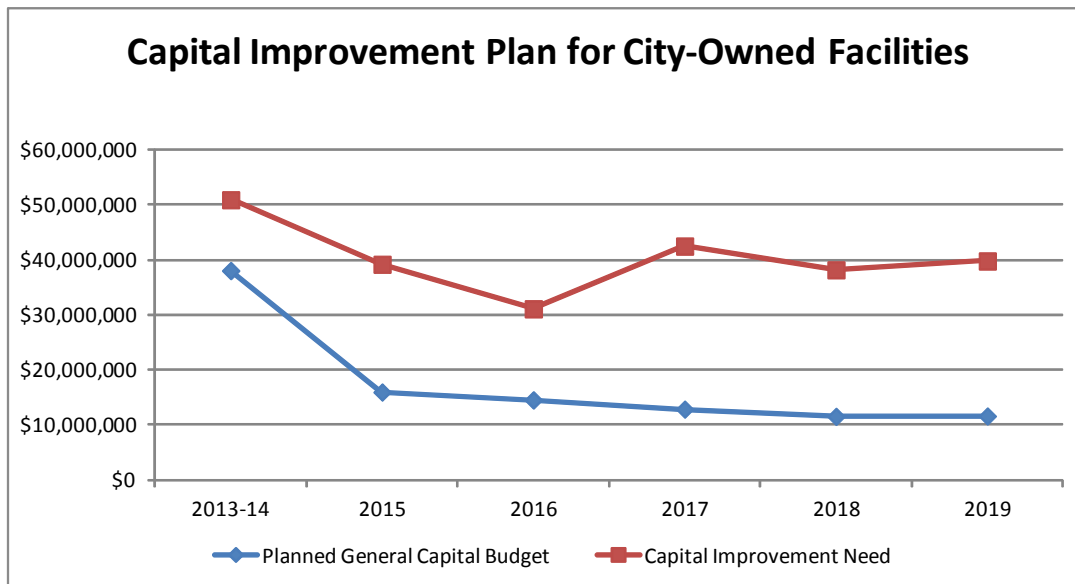
As shown in [Table XIV on page 37](#), the FY 2013/14-2015 All Funds Capital Budget totals \$903.8 million: \$497.2 million for FY 2013/14 and \$406.6 million for FY 2015. Included are budgets for General Capital projects, Restricted Funds Capital projects, Special Revenue Capital projects, and projects supported with Federal and State Capital Grant Matching Funds.

The following is a list of expenditure highlights in the General Capital Budget.

1. **\$54.1 Million to Renovate/Replace City Facilities.** The General Capital Budget includes a total of \$38.1 million in FY 2013/14 and \$16.0 million in FY 2015 to renovate or replace existing City-owned facilities. Renovation funding includes \$12.0 million for Recreation facilities, \$10.4 million for Park facilities (which includes \$4.0 million for the Cincinnati Riverfront Park project), and \$468,900 for Health facilities. The City Facility Renovation and Repairs project is included at a funding level of \$8.6 million over the biennium (which includes \$4.1 million to restore funding that was allocated first to the Courtyard Atrium project in 2012 and then to the Music Hall Renovations project) and the Music Hall Renovations project is included for \$4.0 million. This project will support major renovations to Music Hall in partnership with the Music Hall Revitalization Company. The Community Facilities Improvement project is included for \$800,000 and funding for the Findlay Market Improvement project totals \$210,600.

The General Capital Budget includes \$17.6 million over the biennium for replacement of City facilities. This funding includes \$15.2 million in FY 2013/14 to replace Police District Three on the west side of Cincinnati. Funding for this project was approved by the City Council for FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). The remaining funding for the replacement of City facilities over the biennium will be used for land acquisition, design, and construction of a replacement fire station in Pleasant Ridge, Madisonville, or South Fairmount.

It should be noted that the total estimated capital improvements “need” for City-owned facilities for FY 2013/14-2019 totals \$241.9 million, while the planned allocation amount for improvements to City facilities is \$102.9 million, generating a shortfall of \$139.0 million. In just the biennium, the total need is \$90.2 million, the approved budget totals \$54.1 million, and the estimated shortfall for capital improvements for City facilities is \$36.1 million. The following chart illustrates the gap between the planned General Capital Budget spending over the FY 2013/14-2019 Capital Investment Program and the need for capital improvements. (Please note: Planned spending in FY 2013/14 includes an increase in General Capital Budget resources related to an increase in the City’s property tax millage that was approved by the City Council.)



**Significant Non-Recurring Projects**

- Replacement of Police District Three – This project will provide resources to replace the obsolete Police District Three, which was built in 1908. The new facility will provide a modern Police district for the west side of Cincinnati. A total of \$15.3 million has been approved for this project in FY 2013/14. (Funding for this project is included in the Replacement Facilities project.)



Police District Three (current)

- Music Hall Renovations Project – This project will support major renovations to the historic Music Hall in partnership with the Music Hall Revitalization Co.’s \$165 million project. Over the biennium, a total of \$4.0 million has been approved for this project.





- Cincinnati Riverfront Park Project – This project supports development of the new regional park on the riverfront with an estimated total cost of \$120 million. Resources totaling \$4.0 million in FY 2013/14 are anticipated to support improvements to areas south of the Banks Development and east of the Roebling Bridge including, but not limited to, the Walnut Street Trellis and the Main Street Garden and Swings.



Cincinnati Riverfront Park

2. **\$38.0 Million for Street Rehabilitation and Street Improvement Projects.** The General Capital Budget for rehabilitation and improvement of existing streets and roads totals \$22.9 million in FY 2013/14 and \$15.1 million in FY 2015. This includes \$17.7 million and \$9.6 million for the Street Rehabilitation Program in FY 2013/14 and FY 2015, respectively. Over the six-year plan, \$100.9 million is approved for street rehabilitation and street improvements, which includes \$66.4 million for the Street Rehabilitation Program. Funding for the Street Rehabilitation Program is estimated to include sufficient resources for the Department of Transportation and Engineering to rehabilitate an average of at least 100 lane miles per year over the 2013 and 2014 calendar years.

It should be noted that after 2013, the rising cost of construction combined with decreasing outside grant resources will negatively impact the Street Rehabilitation Program. In order for the Department of Transportation and Engineering to rehabilitate a minimum of 100 lane miles per year, additional General Capital resources may be needed to offset rising costs and reduced outside resources dedicated to the program.

The General Capital Budget also includes \$2.7 million in FY 2013/14 and \$2.5 million in FY 2015 for various street and road improvement projects. Major projects include \$1.8 million for the Street Improvements project; \$1.6 million for the Over-the-Rhine Streetscape Improvements project; \$385,600 for the Pavement Management project; \$377,900 for the Curb Ramps-Street Rehabilitation project; and \$336,000 for the Uptown Access Improvements West Martin Luther King Drive project.

In addition to the Street Rehabilitation and Street Improvement projects, \$5.5 million is included for annual infrastructure projects that are not related to streets and buildings. This includes the following projects: \$1.8 million for the Bridge Rehabilitation Program; \$1.3 million for the Wall Stabilization and Landslide Correction Program; \$1.1 million for the Spot Infrastructure Replacement Program; \$1.1 million for the Sidewalk Repair Program; and \$236,000 for the Hillside Stairway Rehabilitation Program.

The All Funds Biennial Capital Budget also includes \$1.1 million in FY 2013/14 and \$21.1 million in FY 2015 from State and Federal transportation matching funds. In FY 2013/14, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for Federal Aviation Administration (FAA) grant funding. In FY 2015, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River



Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in FY 2015.

### **Significant Non-Recurring Projects**

- Uptown Access Improvements West Martin Luther King Drive Project – This project will provide resources to correct the S-curve, which has a high accident rate. A total of \$336,000 has been approved for this project over the biennium.



S-curve on West MLK Drive

- Colerain Corridor Improvements I-74 to Spring Grove Project – This project will support improvements from the I-74 ramp to Spring Grove Avenue and on Blue Rock Street from Colerain to Spring Grove. A total of \$168,000 has been approved for this project over the biennium.
3. **\$17.9 Million for Equipment.** The General Capital Budget for equipment is \$12.3 million and \$5.6 million in FY 2013/14 and FY 2015, respectively. This includes \$9.9 million over the biennium to replace automotive equipment in agencies supported by the General Fund, \$4.7 million for the Wheeled Trash Carts project, \$1.0 million for the Wheeled Recycling Carts project, \$750,000 for the Radio Equipment Replacement project, \$373,000 for the Trash Receptacles project, and \$336,000 for the Computerized Traffic Signal System project. Various other projects totaling \$778,300 have been approved for this category. Over the six-year plan, \$42.6 million is included for equipment. (Please note: Funding for the Radio Equipment Replacement project in the amount of \$750,000 was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects [Resolution No. 42-2012]).

The Fleet Replacements capital project supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Currently, 516 out of 1,034 General Fund vehicles are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. The current estimated cost of replacing automotive equipment that is out of lifecycle is \$38.8 million. Maintaining equipment beyond the recommended lifecycle increases departmental operating budgets for fleet maintenance.



**Significant Non-Recurring Projects**

- Wheeled Trash Carts Project – This project will provide \$4.7 million in FY 2013/14 to purchase trash carts for the City's residential trash collection customers. The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.



Wheeled Trash Cart

- Radio Equipment Replacement Project – This project will provide a total of \$750,000 in FY 2013/14 to replace all out-dated 800 MHz portable radio equipment.
4. **\$11.5 Million for Economic Development.** Economic development initiatives in the General Capital Budget total \$7.3 million in FY 2013/14 and \$4.2 million in FY 2015. Over the biennium, \$3.0 million is included for the Convention Center Expansion project for debt service payments and \$2.6 million is included for the Retail/Commercial Opportunities project, which helps the City attract and retain retail and commercial business downtown. The biennium also includes \$1.8 million for the Neighborhood Business District Public Improvements project. This also includes \$1.0 million in FY 2013/14 for the Business Retention/New Growth project and \$1.0 million for the Viable Small Business Development project. Funding for these two projects was approved by City Council for FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012).

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

**Significant Non-Recurring Projects**

- Business Retention/New Growth Project and the Viable Small Business Development Project – These two projects will help to retain and grow businesses in Cincinnati (especially in the Central Business District) and encourage small business growth. A total of \$2.0 million has been approved for these projects in FY 2013/14.
5. **\$6.2 Million for Market Rate Housing Development Projects.** The budget for developing market rate housing throughout the City totals \$3.3 million in FY 2013/14 and \$2.9 million in FY 2015. Over the six-year plan, \$17.2 million is included for this initiative. These funds will be used for construction, site improvements, and infrastructure development at residential locations. Funding for the Gateway V project will be used for redevelopment of property in Over-the-Rhine in partnership with the Cincinnati Center City Development Corporation. The following table illustrates the total funding for market rate housing.



(In \$ Millions)

<b>MARKET RATE HOUSING</b>			
	2013-14	2015	Six-Year Plan
Gateway V	\$ 1.5	\$ -	\$ 1.5
Citirama	0.8	-	2.5
Neighborhood Market Rate Housing	0.5	0.9	3.0
Downtown Housing Development	0.1	0.7	3.4
Strategic Housing Initiatives Program	-	1.0	4.9
Special Housing Permanent Improv. Funds	0.4	0.3	1.9
<b>TOTAL:</b>	<b>\$ 3.3</b>	<b>\$ 2.9</b>	<b>\$ 17.2</b>

**Significant Non-Recurring Project**

- The Gateway V Project – This project will provide \$1.5 million in FY 2013/14 to redevelop vacant buildings in Over-the-Rhine. The project is expected to create 88 residential units and 7,900 square feet of commercial space.



The Bakery Lofts/Gateway V Project

6. **\$5.1 Million for Information Technology Initiatives and Upgrades.** To continue to support new information technology and upgrades for existing systems, the General Capital Budget includes \$3.2 million in FY 2013/14 and \$1.9 million in FY 2015 for information technology initiatives. Over the biennium, \$2.0 million is included for the new Information Technology Efficiency Initiatives project to promote efficiency for City departments. This project will support mobile computing for Code Enforcement and Building Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops; IT service desk software; mobile device management; backup site and electronic phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments. This project complies with the City Council directive to “scale up technology applications that will increase productivity and reduce costs” (Doc. #200900970).

Approved information technology initiatives over the biennium also include \$850,000 for the Computer Aided Dispatch Upgrades project. Funding for this project was approved by City Council in FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Other projects include \$384,700 for the Communications Master Plan project, \$325,000 for the Police Mobile Digital Video (In-Car Camera) Storage project, and \$321,350 for the EGov Web Enhancement project. Various other information technology projects totaling \$1.2 million have also been approved. Over the six-year plan, \$12.7 million is included for information technology projects.



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

**Significant Non-Recurring Projects**

- Computer Aided Dispatch Upgrades Project – This project will provide resources to purchase two new servers for the City’s computer aided dispatch system. The system is used for emergency calls for service and to communicate with officers and firefighters in the field. A total of \$850,000 has been approved for this project in FY 2013/14.
  - Records Management System Servers and Storage Project – This project will provide \$100,000 in FY 2013/14 to purchase servers and software for the Fire Department to manage the Record Management System for National Fire Incident Reporting System (NIFRS) data and other internally tracked data.
7. **\$300,000 for the Technology/Communication Center at NURFC.** The General Capital Budget in FY 2013/14 includes \$300,000 for the Technology/Communication Center project at the National Underground Railroad Freedom Center (NURFC). This project will provide resources for construction and installation of equipment for a new information technology and communication center to increase revenue and retain jobs at the NURFC.
8. **\$27.9 Million Additional Resources in 2013.** On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City’s property tax millage for General Capital debt for the next 20 years. This increase is expected to generate an additional \$27.9 million for General Capital resources and the City Council approved the following projects from the increase in resources.



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

**RESTRICTED/SPECIAL REVENUE/MATCHING FUND HIGHLIGHTS**

1. **Metropolitan Sewer District (MSD) Improvements: \$587.2 Million** – The Capital Budget for MSD is \$307.4 million in Calendar Year (CY) 2013 and \$279.8 million in CY 2014. (Please note: The Capital Budget for MSD has remained on a calendar year and has not transitioned to the new fiscal year.) The Wet Weather Improvement Program (WWIP) alone accounts for more than 60% of the funding over the two years: in CY 2013 the WWIP totals \$184.5 million and in CY 2014 the total is \$187.8 million. This program will implement sewer improvements as required by the Global Consent Decree, Clean Water Act regulations, and state and federal mandates.

**Significant Non-Recurring Projects**

Werk and Westbourne Enhanced High Rate Treatment Facility Project – A total of \$64.9 million has been approved for this project in FY 2013/14 to construct a 106 million gallons per day chemically enhanced high rate treatment facility for combined sewage discharges located at the intersection of Werk Road and Westbourne Drive.

- Mill Creek WWTP Solids Handling Improvements Phase I Project – This project will provide resources to optimize and improve the reliability of the Mill Creek Wastewater Treatment Plant





solids handling facilities in Lower Price Hill. A total of \$21.0 million has been approved for this project in FY 2013/14.

- Mill Creek WWTP Anaerobic Digester Conversion Project – This project provides \$14.0 million in FY 2013/14 to convert four digesters to holding/mixing tanks to ensure no sewage solids or gas can be trapped and create a hazardous condition at the Mill Creek Wastewater Treatment Plant.



Anaerobic Digester at Mill Creek  
Wastewater Treatment Plant

- Sanitary Sewer Overflow 700 Facility Improvements Project – This project provides resources to mitigate impacts of sanitary sewer overflows in the upper reaches of the Mill Creek watershed. A total of \$10.4 million has been approved in FY 2013/14 for this project.

2. **Greater Cincinnati Water Works Capital Improvements: \$141.1 Million** – Capital improvements for the Greater Cincinnati Water Works total \$90.8 million in FY 2013/14 and \$50.3 million in FY 2015. The majority of the approved projects are dedicated to maintaining, replacing, or rehabilitating water mains, pumping stations, and water storage vessels. Continued funding is included in FY 2013/14 to complete installation of Ultraviolet (UV) Disinfection treatment technology at the Richard Miller Treatment Plant. This new treatment technology is intended to maintain compliance with the next round of US Environmental Protection Agency (EPA) Safe Drinking Water regulations. Funding is also included for expansion projects related to two new wholesale customers: the City of Lebanon and South Lebanon.

**Significant Non-Recurring Projects**

- Ultraviolet Disinfection – Miller Plant Project – This project provides \$3.0 million in FY 2013/14 to implement ultraviolet disinfection at the Richard Miller Treatment Plant.



Ultraviolet Disinfection at  
Miller Treatment Plant

- Madison-Observatory to Isabella Project – This project provides resources to complete the Madison Road corridor improvements with the replacement of one 16-inch and one 48-inch water main. A total of \$4.9 million has been approved for this project in FY 2013/14.
- Bolton Plant Redundant Transmission Main Project – This project will provide resources to install a new transmission main from the well field to the Bolton Plant. A total of \$2.8 million has been approved for this project in FY 2013/14.

3. **Stormwater Management Improvements: \$1.8 Million** – The Stormwater Management Utility Capital Budget includes \$861,000 in FY 2013/14 and \$900,000 in FY 2015. Over the biennium, an amount of



## Capital Budget

\$500,000 is included for improvements to the Deerfield Creek Channel, \$356,000 is included for repairs to the Barrier Dam, and \$300,000 is included for repairs to both the Duck Creek Channel and the West Fork Channel. Additionally, \$180,000 is included for the installation of 300 feet of porous pavement along Glade Avenue to provide natural infiltration of stormwater and reduce ponding in the street. An amount of \$125,000 has been approved to eliminate an 84-inch concrete pipe along Winton Road.

### Significant Non-Recurring Project

- Barrier Dam Facility Repairs Project – This project will provide \$356,000 in FY 2013/14 to repair the Barrier Dam to comply with recent findings by the Army Corps of Engineers.



Barrier Dam

4. **Lunken Airport Improvements: \$1.2 Million** – Funding for improvements at Lunken Airport totals \$602,600 in FY 2013/14 and \$629,100 in FY 2015. In both years of the biennium, funding is included for infrastructure improvements, facility improvements, and Federal Aviation Administration (FAA)/Ohio Department of Transportation (ODOT) local match funding.
5. **Convention Center Improvements: \$690,000** – Funding for improvements to the Duke Energy Convention Center totals \$460,000 in FY 2013/14 and \$230,000 in FY 2015. Over the biennium, \$265,000 is included for the Building Equipment project, \$250,000 is included for the Furniture, Fixtures, and Equipment project, and \$175,000 has been approved for the Capital Maintenance project.
6. **Improvements for Parking Facilities: \$200,000** – The Capital Budget for improvements to City parking facilities includes \$100,000 in both FY 2013/14 and FY 2015 for a total of \$200,000 over the biennium. This funding is to provide resources for structural improvements, repair, and maintenance of the City's remaining parking assets.
7. **Federal and State Capital Grant Matching Funds: \$22.2 Million** – The City receives Federal and State matching funds to improve the City's roads and bridges, which vary widely depending on planned projects. Additionally, funds are received annually from the Federal Aviation Administration (FAA) for improvements to Lunken Airport and Blue Ash Airport. Projected Federal and State Capital Matching Funds total \$1.1 and \$21.1 million in FY 2013/14 and FY 2015, respectively. In FY 2013/14, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for FAA grant funding. In FY 2015, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in FY 2015.
8. **Special Revenue Capital: \$750,700** – The Capital Budget for the Special Housing Permanent Improvement Fund (SHPIF) is \$405,400 in FY 2013/14 and \$345,300 in FY 2015. This fund is supported with tax increment payments which are used to assist with the development of market rate housing. In recent years, SHPIF resources have been significantly reduced because the Westin/Star tax increment financing payments have expired.





**CONSOLIDATED PLAN BUDGET**

The Consolidated Plan is a five-year plan for the period from 2010 to 2014 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). It includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

**Table XV: Approved FY 2014-2015 Consolidated Plan Budget**

(\$ in Millions)	FY 2013 Approved Budget	FY 2013 Approved Reconciliation	FY 2014 Approved	FY 2015 Approved
CDBG	\$6.4	\$6.4	\$12.6	\$12.4
HOME	\$1.2	\$1.2	\$2.7	\$2.2
ESG	\$0.5	\$0.5	\$1.0	\$1.0
HOPWA	\$0.4	\$0.4	\$0.7	\$0.7
<b>Consolidated Plan Budget Total</b>	<b>\$8.5</b>	<b>\$8.5</b>	<b>\$17.0</b>	<b>\$16.3</b>

The FY 2014-2015 Consolidated Plan Budget is consistent with the goals and objectives in the 2010-2014 Consolidated Plan and continues to focus on high impact projects that help transform neighborhoods. Program allocations in this budget reflect the needs of those neighborhoods where grant resources can most effectively leverage private investment, as identified in the 2010-2014 Consolidated Plan.

As shown in [Table XV on page 47](#), in FY 2014, the CDBG budget includes \$3.0 million for housing programs, \$3.9 million for economic development programs, \$2.5 million for quality of life, and \$3.0 million for Planning and Administration. Many programs received continuation level funding. However, the following programs have increased and/or reduced allocations compared to the FY 2013 Approved Budget and deserve mention. Blueprint for Success increased by \$310,000, Code Enforcement Relocation increased by \$20,000, Historic Structures Stabilization decreased by \$20,000, and Lead Hazard Testing increased by \$73,000.

The City planning and administration costs total \$3.0 million in FY 2014, which includes \$2.1 million in operating support for departments, \$0.4 million for non-departmental accounts, and \$0.5 million in Section 108 Debt Service.

The FY 2014 Approved HOME Budget totals \$2.6 million. As shown in [Table XVI on page 49](#), in FY 2014, the HOME budget includes \$1.8 million for housing programs, \$0.1 million for economic development programs, \$0.5 million for homeless housing programs, and \$0.2 million for planning and administration. HOME entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year. The following programs have decreased allocations compared to the FY 2013 Approved Budget and deserve mention. Rental Rehabilitation decreased by \$32,000, Downpayment Initiative decreased by \$12,500, and Homeless to Homes decreased by \$63,668. The Strategic Housing Initiatives Program is not consistently allocated; however, \$310,000 of sunset funds has been identified to support this project.

## Budget Summary

### Consolidated Plan Budget



The FY 2014 Approved ESG Budget totals \$1.0 million. As shown in [Table XVI on page 49](#), in 2014, the ESG budget includes \$0.9 million for homeless housing programs and \$0.1 million for planning and administration. ESG entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year level. The Homelessness Prevention Project will be reduced by \$60,600 to absorb this loss in funding. The sunset of funding from prior year projects will maintain the funding level to the Homeless Shelters and Other Homeless Housing Project.

The HOPWA Advisory Committee makes HOPWA project funding recommendations. The FY 2014 Approved HOPWA budget totals \$0.7 million. As shown in [Table XVI on page 49](#), in 2014, the HOPWA budget includes \$0.7 million for special population housing and \$18,670 for planning and administration. HOPWA entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year level. The following programs have decreased allocations compared to the 2013 Approved Budget and deserve mention. Northern Kentucky Independent Health District decreased by \$13,205, Caracole House decreased by \$50,882, and Center for Respite Care decreased \$2,883.

The City offers many opportunities for citizen input and participation in the budget development process. Several advisory bodies contributed to the development of this budget. The Community Development Advisory Board (CDAB) works closely with City staff during the development of Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) budgets. Funding requests for neighborhood business district improvements were reviewed and recommended by the Cincinnati Neighborhood Business Districts United (CNBDU). Funding requests for homeless services were reviewed and recommended through the Continuum of Care process participants. Funding requests for Housing Opportunities for Persons with AIDS (HOPWA) programs were reviewed by the HOPWA Advisory Committee.

Please see [Part VI: Consolidated Plan 409](#) of this document for details concerning the specific programs funded in FY 2014-2015 with CDBG, HOME, ESG, and HOPWA resources.



**Table XVI: FY 2014 Consolidated Plan Budget by Objectives and Major Expenditures.**

**Major Expenditures by Category**

Major Expenditure Category	FY 2014 Approved				
	CDBG	HOME	ESG	HOPWA	TOTAL
<b>Housing Objectives</b>					
Homeownership Housing Development Total	\$460,000	\$530,000	\$0	\$0	\$990,000
Rental Housing Development Total	\$100,000	\$608,000	\$0	\$0	\$708,000
Homeownership Supportive Services Total	\$1,968,685	\$237,500	\$0	\$0	\$2,206,185
Renters Supportive Services Total	\$267,500	\$400,000	\$0	\$0	\$667,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
<i>TOTAL HOUSING DEVELOPMENT</i>	<i>\$2,981,185</i>	<i>\$1,775,500</i>	<i>\$0</i>	<i>\$0</i>	<i>\$4,756,685</i>
<b>Economic Development</b>					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$570,000	\$0	\$0	\$0	\$570,000
Business Development Opportunities Total	\$1,169,250	\$110,000	\$0	\$0	\$1,279,250
Job Training and Placement Total	\$1,270,000	\$0	\$0	\$0	\$1,270,000
<i>TOTAL ECONOMIC DEVELOPMENT</i>	<i>\$3,929,250</i>	<i>\$110,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$4,039,250</i>
<b>Quality of Life</b>					
Slum & Blight Elimination Total	\$2,428,000	\$0	\$0	\$0	\$2,428,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
<i>TOTAL QUALITY OF LIFE</i>	<i>\$2,513,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$2,513,000</i>
<b>Homeless Housing</b>					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$0	\$479,684	\$450,000	\$0	\$929,684
Homelessness Prevention	\$0	\$0	\$430,745	\$0	\$430,745
<i>TOTAL HOMELESS HOUSING</i>	<i>\$0</i>	<i>\$479,684</i>	<i>\$880,745</i>	<i>\$0</i>	<i>\$1,360,429</i>
<b>Special Populations Housing</b>					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$0	\$0
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$580,140	\$580,140
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$142,490	\$142,490
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$722,630</i>	<i>\$722,630</i>
<b>Planning, Administration &amp; Debt Service</b>					
Operating Budgets	\$2,441,690	\$219,173	\$70,601	\$18,670	\$2,750,134
Section 108 Debt Service	\$509,090	\$0	\$0	\$0	\$509,090
<i>TOTAL PLANNING, ADMIN. &amp; DEBT SERVICE</i>	<i>\$2,950,780</i>	<i>\$219,173</i>	<i>\$70,601</i>	<i>\$18,670</i>	<i>\$3,259,224</i>
<b>TOTAL</b>	<b>\$12,374,215</b>	<b>\$2,584,357</b>	<b>\$951,346</b>	<b>\$741,300</b>	<b>\$16,651,218</b>



### TAXES & FEES

#### *Property Tax Millage Rate*

The current property tax millage operating purposes for CY 2013 is 4.60 mills. The City Council approved CY 2014 millage rate for General Fund operating purposes is 5.70 mills, which the Hamilton County Auditor has determined will yield \$29.0 million in property tax revenue to the City during that calendar year. This equates to an additional \$2.8 million in revenue for FY 2014. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. The Administration is proposing to fully restore the property tax millage to 6.1 mills in CY 2015, which would generate an additional \$1.3 million in FY 2015. The CY 2014 increase in the General Fund millage would equate to a \$34 annually increase to a homeowner of a \$100,000 house. The CY 2015 increase in the General Fund millage over CY 2014 would equate to a \$12 annual increase to a homeowner of a \$100,000 house.

The current CY 2013 millage for debt service, which is necessary to pay principal and interest to holders of City notes and bonds, is set at 6.25 mills. The CY 2014 millage for debt service is set at 6.50 mills, which is necessary to pay principal and interest to holders of City notes and bonds including the debt on \$27.9 million in one-time capital projects included in the FY 2013/14 General Capital Budget. As a result, the total tax millage rate for CY 2013, including the millage for operating purposes and debt service, is 10.85 mills. In comparison, the total tax millage for CY 2014 and CY 2015, including the millage for operating purposes and debt service, is 12.20 mills and 12.60 mills, respectively.

#### *Prevailing Wage Training and SBE Networking Session Fees*

The Approved FY 2014-2015 Biennial Budget includes the implementation of a Prevailing Wage Training fee and a Small Business Enterprise (SBE) Networking Session Fee to cover the costs incurred by the Office of Contract Compliance to support these activities. The City will charge contractors and subcontractors \$6.00 per participant for the prevailing wage training sessions it holds periodically. Fees for this type of training are charged by other entities, and the State of Ohio, for example, charges participants a fee of \$5.00 to \$10.00 for the prevailing wage training it conducts.

In addition, the City will charge \$25 to \$100 for table/booth sponsorship at the SBE Networking Sessions the City holds periodically. The amount of the fee would be dependent upon both the event and the size of the table/booth being sponsored. Other organizations such as the Cincinnati USA Regional Chamber of Commerce and the African American Chamber of Commerce charge between \$25 and \$100 to sponsor tables/booths when hosting outreach or networking events. Implementation of the Prevailing Wage Training Fee and the SBE Networking Session Fee would generate approximately \$2,400 within the General Fund for both FY 2014 and FY 2015.

#### *CRA Residential Tax Abatement Application Fee*

The Approved FY 2014-2015 Biennial Budget includes a \$75.00 service fee for Community Reinvestment Area (CRA) residential tax abatement applications that are subsequently approved. The CRA Residential Tax Abatement allows property owners to pay property taxes on the pre-improvement value of their property for ten to fifteen years in order to incentivize certain types of property improvements. Currently no fees are collected. Implementation of the CRA Residential Tax Abatement Application Fee would generate approximately \$23,525 within the General Fund for FY 2014 and \$27,525 for FY 2015.



*800 MHz Radio System Non-City User Fee*

The Approved FY 2014-2015 Biennial Budget includes billing each non-City user of the City's 800 MHz Radio System a monthly amount of approximately \$28 per radio. Billing each non-City agency with access to the 800 MHz Radio System at this rate will generate approximately \$33,000 in General Fund revenue per year. Other users of the City system include the City of Norwood, Railroad Police, the U.S. Coast Guard, and various others.

*Application Fee for Various Licenses Issued through the City Treasury*

The Approved FY 2014-2015 Biennial Budget includes charging a \$50 application fee for applicable licenses that are issued through the City Treasury. The licensing fee would apply to the following licenses:

- Amusement Licenses for:
  - Amusement Parks
  - Ball grounds
  - Cabarets
  - Circuses
  - Skating Rinks
  - Theaters
- Business and Merchandising Licenses for:
  - Antique Dealers
  - Appliance Dealers
  - Rooming Houses
- Police and Protective Licenses for:
  - Auto Salvages
  - Junk Dealers – Pushcart and Vehicle
  - Second Hand Auto Dealers
  - Second Hand Dealers

Currently, the City does not charge an application fee for the aforementioned license types. The estimated General Fund revenue generated from implementation of the \$50 application fee would be approximately \$4,200 per year.

*Income Tax Non-Filing Penalty*

The Approved FY 2014-2015 Biennial Budget includes the implementation of a \$50 non-filing penalty fee to taxpayers who fail to file required income tax returns on time. Better compliance with the filing requirements will reduce the time and effort that is required by the Income Tax Division to obtain the required information from taxpayers. Assessment of a penalty would help to offset the costs incurred for this effort and would have the potential to increase revenue. All other large Ohio cities assess a failure to file penalty ranging from \$25 to a maximum of \$500. This would generate approximately \$250,000 in General Fund revenue and \$338,000 in All Funds revenue in both FY 2014 and FY 2015.



#### *Fire Plan Review Fee*

The Approved FY 2014-2015 Biennial budget includes implementing a Fire Plan Review Fee of \$100. The Fire Department does not currently charge fees for fire plan reviews. The fee would help offset the salary and employee benefits costs of the Fire Specialist and Fire Captains that currently perform fire plan reviews. Implementation of a \$100 Fire Plan Review Fee would generate approximately \$67,800 in General Fund revenue in both FY 2014 and FY 2015.

#### *Hazardous Material Cleanup Fee*

The Approved FY 2014-2015 Biennial Budget includes implementing a hazardous material cleanup fee. The Fire Department estimates that it spends \$834,835 and 7.75 FTE on dealing with hazardous material cleanups annually. The Hazardous Material Cleanup Fee will seek reimbursement from responsible parties for the costs incurred by the Cincinnati Fire Department to respond to and clean up a hazardous materials incident scene. This fee would generate approximately \$100,000 in General Fund revenue annually.

#### *Krohn Conservatory Admission Fee Increase*

The Approved FY 2014-2015 Biennial Budget includes increasing the Krohn Conservatory admission fee by \$0.50. Based on an estimated visitors per year cost model based off of historical visitor levels, this admission fee increase would generate an additional \$125,000 in revenue. The current model charges \$3.00 for adults, \$2.00 for seniors and \$1.00 for children 4 and above. The Krohn Conservatory has an average of about 250,000 visitors per year. While admission revenue does not go into the General Fund, the fee increase will allow for shifting some of the operating costs for the Krohn Conservatory from the General Fund to the Krohn Conservatory Fund in both FY 2014 and FY 2015.

#### *Policing Services for the University of Cincinnati Medical Center*

The Approved FY 2014-2015 Biennial Budget includes revenue generated from the Cincinnati Police Department providing policing services to the University of Cincinnati Medical Center. The contractual agreement calls for the hospital to reimburse the City for the salaries and benefits of the ten Police Officers and one Police Sergeant that will be assigned to the University of Cincinnati Medical Center unit. This service agreement mitigates the need to eliminate additional filled sworn Police Department positions due to the City's current budgetary constraints. This contractual agreement would generate approximately \$452,800 in General Fund revenue for FY 2014 and \$978,000 in FY 2015.

#### *Elimination of the Heritage Events Subsidy*

The Approved FY 2014-2015 Biennial Budget includes the elimination of the subsidy for City services provided to Heritage Events. Currently, the City waives 90% of the City's costs for the four not-for-profit cultural/heritage events, which are the Findlay Market Opening Day Parade, the St. Patrick's Day Parade, the Black Family Reunion, and Juneteenth. This subsidy was established on February 28, 2008 through the City Council's approval and filing of Document No. 200701075. Elimination of the current 90% subsidy would result in approximately \$36,000 in annual General Fund expenditure savings.

#### *Special Events Administrative Fee*

The Approved FY 2014-2015 Biennial Budget includes implementing a Special Events Administrative Fee. The Cincinnati Police Department does not currently charge a special event permit fee for the administrative resources used in relation to issuing special events permits or services provided at a special event. A 10%



Special Events Administrative Fee would generate approximately \$10,000 in General Fund revenue annually.

*Parking Ticket Increase*

The Approved FY 2014-2015 Biennial Budget for Parking includes increasing the parking ticket fee to \$45 per a City Council approved ordinance effective July 1, 2013. This would generate approximately \$320,000 in additional General Fund revenue based on historical parking ticket data. The fee increase is based on the actual collection of \$35 tickets in 2012. A total of 35,681 tickets were issued at the \$35 rate. The 2013 rate would be a \$10 increase and assumes an 80% collection rate.

*Water Works Rate Increase*

The Greater Cincinnati Water Works' (GCWW) Fiscal Years 2014-2015 Approved Biennial Operating Budget includes a revenue increase equivalent to a 5.5% increase, effective January 1, 2014. The rate increase represents a change in the current rate structure, which will better control for variable revenues by adjusting base charges and volume charges. The shift in the rate structure will lower the revenue volatility by shifting some of the operational costs into the base rates for some customers.

The change to the pricing structure versus an across the board rate increase and the impact to the customer is negligible. If an across the board rate increase of 5.5% was approved the average inside City customer's quarterly bill would increase from \$54.54 to \$57.51, or \$2.97 per quarter. With the new pricing structure, the customer's quarterly bill would increase from \$54.54 to \$57.65, or \$3.11 per quarter. For those customers who will see an increase in their base rates due to a shift of cost of service allocations, volume charges would remain constant. For the higher end user, both in terms of volume and meter size, a 5.5% increase would apply. This change in pricing structure would allow for approximately \$1.8 million to be shifted from a variable revenue stream to a fixed revenue stream.

A rate increase at this level is necessary for the GCWW to maintain compliance with bond covenant agreements and bond rating criteria. A downgrade of bond rating for the GCWW will ultimately increase the cost of bond financing, which will result in less project funding being available and/or additional rate increases above those proposed already for the biennium.

The last water rate increase was approved by the City Council on December 14, 2012 and went into effect on January 1, 2013. With the increase in 2014, the additional cost to the average City consumer will be about 3.5 cents per day, (based on an average usage of 148.6 gallons per day) which equates to an additional cost of \$1.05 per month or \$3.15 per quarter. The increases are expected to result in additional revenue of approximately \$3.1 million in FY2014, (and \$6.3 million in the 2014 calendar year) assuming the rate increase becomes effective in mid-January.

**STAFFING PLAN**

As shown in the following table, the City will decrease the overall number of funded positions in the FY 2014 Budget by 156.8 FTE. In the FY 2015 Budget, the number of funded positions increases by 24.3 FTE. The number of General Fund positions declines by 94.8 FTE in the FY 2014 Budget and is reduced an additional 2.8 FTE in the FY 2015 Budget. Restricted Funds positions decrease by 62.0 FTE in the FY 2014 Budget but increase by 27.2 FTE in the FY 2015 Budget.



**Table XVII: FY 2014-2015 Biennial Budget City Staffing Plan**

	<b>FY 2013 Stub Budget</b>	<b>FY 2014 Approved Budget</b>	<b>Change From FY 2013</b>	<b>FY 2015 Approved Budget</b>	<b>Change From FY 2014</b>
<i>(in Full-Time Equivalents, FTE)</i>					
General Fund	3,359.3	3,264.5	(94.8)	3,261.7	(2.8)
Restricted Funds	2,430.1	2,368.1	(62.0)	2,395.2	27.2
<b>Total City Staffing</b>	<b>5,789.4</b>	<b>5,632.6</b>	<b>(156.8)</b>	<b>5,656.9</b>	<b>24.3</b>

Table XVIII on page 54 shows the total change of the FY 2014 Budget over the FY 2013 Budget for Public Safety (Fire and Police Departments) and Non-Public Safety FTE. Public Safety FTE decreases by 29.0 FTE from the FY 2013 Stub Budget through attrition and Non-Public Safety FTE decreases by 127.8 FTE. In the FY 2015 Budget, there are no additional Public Safety FTE reductions, and Non-Public Safety increases by 24.3 FTE.

**Table XVIII: All Funds: Safety FTE / Non-Public Safety FTE**

	<b>FY 2013 Stub Budget</b>	<b>FY 2014 Approved Budget</b>	<b>Change From FY 2013</b>	<b>FY 2015 Approved Budget</b>	<b>Change From FY 2014</b>
<i>(in Full-Time Equivalents, FTE)</i>					
Public Safety (Sworn)FTE	1,800.0	1,771.0	(29.0)	1,771.0	0.0
Non-Public Safety FTE	3,989.4	3,861.6	(127.8)	3,885.9	24.3
<b>Total All Fund FTE</b>	<b>5,789.4</b>	<b>5,632.6</b>	<b>(156.8)</b>	<b>5,656.9</b>	<b>24.3</b>

As shown in Table XIX on page 54, the largest work force reduction in the General Fund in the FY 2014 Budget is Public Safety FTE. Non-public safety positions decline by 65.8 FTE as compared to a Public Safety position reduction of 29.0 FTE.

**Table XIX: General Fund: Public Safety FTE/Non-Public Safety FTE**

	<b>FY 2013 Stub Budget</b>	<b>FY 2014 Approved Budget</b>	<b>Change From 2013</b>	<b>FY 2015 Approved Budget</b>	<b>Change From FY 2014</b>
<i>(in Full-Time Equivalents, FTE)</i>					
General Fund Safety (Sworn)	1,800.0	1,771.0	(29.0)	1,771.0	0.0
General Fund Non-Safety	1,559.3	1,493.5	(65.8)	1,490.7	(2.8)
<b>Total General Fund Staffing</b>	<b>3,359.3</b>	<b>3,264.5</b>	<b>(94.8)</b>	<b>3,261.7</b>	<b>(2.8)</b>

As shown in Table XX on page 55, the levels of total sworn authorized FTE across the Police and Fire Departments decline in the FY 2014 Budget. Police Sworn FTE decreases by 31.0 which is through attrition. Fire Sworn FTE reflects an FTE adjustment of positive 2.0 FTE. There are no additional Police or Fire sworn FTE decreases in the FY 2015 Budget.





**Table XX: FY 2014 – FY 2015 All Funds Budget Sworn Strength Staffing Summary**

<i>(in Full-Time Equivalents, FTE)</i>	FY 2013 Stub Budget	FY 2014 Approved Budget	Change From FY 2013	FY 2015 Approved Budget	Change From FY 2014
Police Sworn	1,006.0	975.0	(31.0)	975.0	0.0
Fire Sworn	794.0	796.0	2.0	796.0	0.0
<b>Total Sworn</b>	<b>1,800.0</b>	<b>1,771.0</b>	<b>(29.0)</b>	<b>1,771.0</b>	<b>0.0</b>

Table XXI on page 55 breaks down the personnel cuts for the General Fund and the Street Construction Maintenance Fund by Head Count and FTE. It is further broken down into Filled versus Vacant full-time and part-time FTE. Please note that this table includes 10 FTE filled position cuts that stemmed from the FY 2013 Budget where the position cuts have not occurred yet due to timing of those budget cuts.

**Table XXI: FY 2014 Filled and Vacant Position Eliminations**

Employee Group	Filled Head Count	Total FTE	Filled Full- Time FTE	Vacant Full- Time FTE	Filled Part- Time FTE	Vacant Part- Time FTE
Non-Represented	7	12.00	7.00	5.00	-	-
AFSCME	28	44.00	28.00	16.00	-	-
CODE	-	8.00	-	8.00	-	-
Part-time	32	32.94	-	-	11.18	21.76
Fire	-	-	-	-	-	-
Police	-	-	-	-	-	-
<b>Total</b>	<b>67</b>	<b>96.94</b>	<b>35.00</b>	<b>29.00</b>	<b>11.18</b>	<b>21.76</b>

A longer perspective is shown in Table XXII on page 55. The total Sworn FTE count for the Fire and Police Departments supported by the General Fund has decreased by 16.0 FTE since 2000 which represents a 0.9% decrease. In addition, the FTE count for all Non-Sworn FTE has decreased by 878.6 FTE which represents a 37.0% decrease.

**Table XXII: General Fund FTE Change 2000-2014**

<i>(in Full-Time Equivalents, FTE)</i>	CY 2000 Approved Budget	FY 2014 Approved Budget	FTE Change From 2000 Budget	Percentage Change
Public Safety (Sworn) FTE	1,787.0	1,771.0	(16.0)	-0.9%
Non-Public Safety FTE	2,372.1	1,493.5	(878.6)	-37.0%
<b>Total General Fund FTE</b>	<b>4,159.1</b>	<b>3,264.5</b>	<b>(894.6)</b>	<b>-21.5%</b>

The Departmental Budgets section of this document provides a detailed description of each FY 2014-2015 FTE change by program. In addition, A breakdown of employment by department by position classification for 2013-2015 is provided in Appendix C – Position Schedule on page 523.

# Budget Summary

## FY 2014 General Fund Gap Plan



FY 2014 General Fund Gap Plan		2014
Estimated Revenues	\$	344,136,000
Continuation Budget	\$	373,072,083
Estimated Expenditure Savings	\$	(1,865,360)
Transfers Out (Includes Casino Revenue)	\$	14,323,337
Use of Carryover	\$	(6,238,059)
<b>Gap</b>	<b>\$</b>	<b>(35,156,000)</b>
<b>2013 Expenditure Changes</b>		<b>FTE</b>
2013 Expenditure Savings/Cancellations/Carryover	\$	(6,503,827) -
2013 One Time Layoff Costs (with Grant Repayment)	\$	406,860 -
<b>Subtotal</b>	<b>\$</b>	<b>(6,096,967) -</b>
<b>2014 Expenditure Changes</b>		<b>FTE</b>
Sworn Personnel Reductions	\$	(2,705,261) (29.0)
Position Vacancy Savings	\$	(2,554,719) (17.0)
Various Service Level Reductions	\$	(1,110,035) (20.8)
Shift of Eligible Costs to Other Funding Sources	\$	(1,858,369) (1.0)
Reduction of Funding to Outside Entities	\$	(1,644,950) -
Salary and Benefits Savings from Current Employees	\$	(1,363,481) -
Miscellaneous Personnel and Non-Personnel Reductions	\$	(1,401,993) (5.0)
Program/Service Eliminations	\$	(875,758) (14.7)
Change in Employer Contribution to the Retirement System	\$	(732,624) -
Miscellaneous Efficiencies and Service Review Savings	\$	(757,536) (10.1)
Fleet Services Savings	\$	(493,923) -
Miscellaneous Adjustments	\$	(171,467) (6.2)
Service Enhancements	\$	683,848 9.0
Adjustments to Costs to Maintain Current Services	\$	2,292,086 -
<b>Subtotal</b>	<b>\$</b>	<b>(12,694,183) (94.8)</b>
<b>Total Expenditure Changes</b>	<b>\$</b>	<b>(18,791,150)</b>
<b>2013 Revenue Change</b>		
2013 Revenue Growth/Carryover	\$	4,100,000
<b>2014 Revenue Changes</b>		
Use of Casino Revenue to balance General Fund	\$	8,500,000
Revenue Enhancements	\$	1,359,805
Misc. Revenue Adjustments	\$	1,802,346
<b>Subtotal</b>	<b>\$</b>	<b>11,662,151</b>
<b>Total Revenue Growth</b>	<b>\$</b>	<b>15,762,151</b>
<b>Transfer Out Changes</b>		
TIF District Repayment	\$	(2,000,000)
<b>Revised Expenditure Savings Calculation*</b>	<b>\$</b>	<b>(63,470)</b>
<b>Total Expenditure Changes and Revenues</b>	<b>\$</b>	<b>36,489,830</b>
Carryover Balance Needed to balance FY 2015		1,333,830

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



**MAYOR/CITY COUNCIL ADJUSTMENTS TO THE FY 2014-2015 RECOMMENDED BUDGET**

During its deliberation on the City Manager’s Recommended Budget, the Mayor and City Council made a number of changes to the FY 2014 Budget (Appendix D, page 543). This Approved FY 2014-2015 Budget document reflects these changes. It should be noted that while the General Fund Operating Budget is balanced for FY 2014; a placeholder across-the-board cut of 3.1% totaling \$11.2 million has been added to the FY 2015 budget in order to be balanced. A budget plan with more details will be developed as early as in possible in FY 2014 to address this FY 2015 budget deficit. The combined impact of the changes made by the Mayor and City Council included the following for the General Fund Operating Budget:

Restorations		Reductions	
Eliminate all layoffs of firefighters	3,020,100	Additional reduction to Mayor's Office Budget	32,000
Eliminate all layoffs of police officers	6,063,360	Eliminate NSP and NBDSF Funding	215,000
Three Sanitarians	210,065	Reduce 3CDC Subsidy for Fountain Square	85,000
Two Attorneys in General Counsel	248,686	Close Mt. Auburn Center	75,460
Tire Collection Program	30,878	Increase cost savings days for supervisory and leadership personnel from five to ten	250,000
Human Services	75,000	All members of Council take the equivalent of 10 cost savings days through payroll deductions	22,700
Parks Maintenance	200,000	Reduce Council office budgets	18,000
Focus 52	600,000	Reduce Clerk of Council's budget	12,000
State Lobbyist	56,000	Merge Economic Development and Community Development Departments	171,000
Closed Captioning	40,000	Wearing Apparel Account 7364 in the Fire Department	300,000
Greater Cincinnati Energy Alliance	75,000	Reduce Nature Education Subsidy	253,000
		Avoid cost to layoff Civilians	79,308
		Avoid cost to layoff police officers	1,910,820
		Avoid cost to layoff firefighters	978,470
		Avoid repayment of SAFER Grant	1,600,000
		Car allowances that are not contractually obligated	30,000
		Use the \$5,300 balance of the Business and Jobs Attraction Account and unencumber the \$102,000 in the amount previously encumbered for future website development. These unencumbered funds will be replaced by capital funds in future years	107,300
		Unused funds in the OTR Home Improvement Program Account	29,227
		Business Retention/New Growth Opportunities Account	6,092
		Viable Small Business Development Account	61,934
		Delay TIF District repayment for 2014 until 2016	2,000,000
		Additional 2013 Casino Revenue Carryover	100,000
		Eliminate the new Mayor's car allowance (December – June)	3,500

## Budget Summary

### Mayor/City Council Adjustments to the FY 2014-2015 Recommended Budget



Restorations		Reductions	
		Cut the new Mayor's Obligation budget (December - June)	46,660
		Cost Savings Days for the new Mayor	3,500
		Reduce the Contingency Budget	625,000
		Reduce Police Take Home Car funding	100,000
		Cancel Additional Encumbrances	500,000
		Additional 2013 Revenue	1,000,000
<b>Total</b>	<b>10,619,089</b>	<b>Total</b>	<b>10,615,971</b>

In addition, the CDBG appropriations reflect the merger of the Economic Development Division with the Department of Community Development. The resulting organization is called the Department of Trade and Development. This merger saves \$73,000 in administrative fees.



**INTRODUCTION**

This part of the FY 2014-2015 Biennial Budget presents the basics on how the Budget was developed.

The basis of budgeting section provides a discussion of the measurement focus of revenue and expenditures, and describes the major governmental and proprietary fund groups.

The sources and use of the funds – that is, where the City receives its funding and how funding is allocated – are described.

The budget development process section presents the budget roles and responsibilities of City staff, advisory groups, the Mayor and City Council. A budget calendar is also presented with a description of the major stages of the budget process.

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## **BUDGET BASICS**

### **BIENNIAL BUDGET**

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

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

### **Fiscal Year Change**

The City of Cincinnati transitioned from a fiscal year that coincides with the calendar year to a fiscal year that begins on July 1st and runs through June 30th of the following calendar year. Due to the fiscal year change, the Operating Budget and the Consolidated Plan Budget as approved and appropriated by the City Council for 2013 represented the six-month “stub” period from January 1 to June 30, 2013. The Capital Budget that was approved by the City Council was appropriated in two segments: the first appropriation was for the “stub” period and the second was for Fiscal Year 2014 (July 1, 2013 through June 30, 2014). This document includes the full 18 month period as FY 2013/14 for the capital budget, while the rest of the FY 2014-2015 Biennial Budget covers the time period from July 1, 2013 through June 30, 2015.

### **OPERATING BUDGET AND CAPITAL BUDGET**

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

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

The Operating and Capital Budgets are interrelated because many capital assets require operating resources to maintain them. If capital assets are not adequately maintained, the service life is decreased. In some cases, capital investments result in a decrease in operating costs to maintain a capital asset. The Station Protective Relays capital project in the Water Works Department is an example of how the two budgets interrelate. The implementation of this project is expected to generate operating budget savings totaling \$165,000 over the six-year Capital Improvement Plan (FY 2013/14 through 2019) by reducing the number of people needed to test water pumps and measure water flow, pressure, and consumption.

Infrastructure is a key Capital and Operating Budget priority for Cincinnati. It represents the City’s physical assets - streets, bridges, parks, recreation facilities, water system, sewers, and City-owned buildings. In the late 1980s, the poor condition of the infrastructure in many older, large cities was recognized as a crisis



across the nation. In Cincinnati, an independent citizens' commission, also known as the Smale Commission, was formed to prepare an Infrastructure Improvement Program which was approved by the City Council in 1987. In the following spring the voters approved a 0.1% income tax to fund infrastructure improvements with a condition attached - if for any reason the City did not budget or spend sufficiently for infrastructure, the tax would expire. Therefore, the City has an "infrastructure mandate" to budget capital funding to replace structures and to budget operating funding for daily maintenance and repair of the City's infrastructure.

### CONSOLIDATED PLAN BUDGET

The City receives four formula grants from the U.S. Department of Housing and Urban Development (HUD) for community development and housing purposes. These four grants are incorporated into the Consolidated Plan, a combined planning and submission process for the Community Development Block Grant (CDBG) Program, the HOME Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG) Program, and the Housing Opportunities for Persons with AIDS (HOPWA) Program. The CDBG Program is used for a wide range of programs or projects within a broad framework of eligible activities and includes operating funding for planning and administration. The HOME Program is a grant that is used for acquisition, construction, and moderate or substantial rehabilitation of affordable housing for either renters or existing or new homeowners. The ESG Program is used for both physical improvements and operating needs for agencies that assist the homeless through the operation of homeless shelters and homeless prevention programs. The HOPWA Program provides funding for housing and supportive services for persons with AIDS and their families.

### BASIS OF BUDGETING

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

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

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

The City reports the following major governmental funds:

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





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

The City reports the following major proprietary fund:

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

The City reports the following fund types:

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

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

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

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

The Pension, Investment, and Agency funds are reported in the Comprehensive Annual Financial Report (CAFR) and are not included in this budget document. Pages [66](#) and [67](#) provide a list of the principal restricted funds.

### **Measurement Focus**

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

The government-wide and proprietary funds' financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds' financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Non-exchange transactions, in which the City gives (or receives) value without directly receiving (or giving) equal value in exchange, includes income taxes, property taxes, grants, shared revenues, and donations. On an accrual



basis, revenue from income taxes is recognized in the period in which the taxpayer's liability occurs and revenue from property taxes is recognized in the fiscal year for which the taxes are levied. On an accrual basis, revenue in the form of shared revenue is recognized when the provider government recognizes its liability to the City. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

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

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

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

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

## **SOURCES AND USES OF FUNDS**

### **OPERATING BUDGET - SOURCES AND USES**

The operating budget includes General Fund expenditures and Restricted Funds expenditures, which represents 36.1% and 63.9% of the Approved FY 2014 Operating Budget, respectively. Specific information on Approved FY 2014 funding for each of the City's appropriated funds can be found in the Financial Summaries section of this budget document.

**General Fund – Sources and Uses**

The sources and uses of funds relate to where the City receives revenues or other resources to pay for the services the City provides. For example, the primary source of funding for the General Fund is City Income Taxes. The City is forecasting to receive 71.1% of its General Fund revenue from income taxes in FY 2014. The primary use of the City's General Fund resources is public safety (police and fire) services, which comprises 65.6% of the General Fund departmental budgets in FY 2014.

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

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

**Property Taxes.** The General Fund 4.60 mills property tax rate in CY 2013 was increased by the City Council to 5.70 mills for CY 2014. This tax applies to real property, public utilities property, and tangible property. Real property consists of residential, commercial, and industrial property. Traditionally, property tax revenue fluctuates due to the statutorily required sexennial reappraisal and the intervening third year review. Revenue can also fluctuate due to taxpayer appeals of these reappraisals and reviews.

**State Shared Revenue.** The two major types of revenue in this category are the Estate Tax and the Local Government Fund distribution from the State of Ohio. Per state legislative action, the Estate Tax was repealed effective January 1, 2013. The City expects to continue to receive Estate Tax revenue in 2014 due to the time lag in settling estates for those individuals who died prior to the repeal. The Local Government Fund revenue includes portions of the State income, sales and use, public utilities, and corporate franchise taxes. The State of Ohio's 2013 Budget significantly reduced allocations to the Local Government Fund which directly impacts the revenue the City receives from this source.

**Casino Tax Distribution.** The opening of four casinos throughout Ohio resulted in a new revenue stream for the General Fund that began in 2012. Revenue of \$10 million is forecasted for each year of the FY 2014-2015 Biennial Budget. The Casino Tax accounts for 2.9% of the General Fund revenue in FY 2014.

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

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

**Principal Restricted Funds – Sources and Uses**

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



paying their water bills can only be used by the City to operate and repair existing or to build new water facilities.

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

***Water Works Fund 101.*** The Water Works Fund supports the Greater Cincinnati Water Works' operations, capital improvements, repairs, and debt service expenditures. Funding is provided by user fees charged to customers.

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

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

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

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

***Stormwater Management Utility Fund 107.*** The Stormwater Management Utility 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.

***Bond Retirement Fund 151.*** The Bond Retirement Fund pays the debt service on General Obligation bonds and notes issued to raise capital improvement funding. The primary source of revenue is a portion of the property tax (over and above the operating budget millage).

***Street Construction, Maintenance, and Repair Fund 301.*** The Street Construction, Maintenance, and Repair Fund is used by the City to supplement the maintenance and repair of the City's street system and traffic control devices. Funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

***Income Tax-Infrastructure Fund 302.*** The Income Tax-Infrastructure Fund accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and covers expenses for repair, upkeep, and improvements of the City's infrastructure.

***Parking Meter Fund 303.*** The Parking Meter Fund accounted for net receipts from the City's parking meters throughout the City, but primarily downtown. This fund supported expenses for the City's Special Improvement District Assessment payment, and improvements and maintenance in select rights-of-way. This fund has been dissolved in FY 2013.



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

***Sawyer Point Fund 318.*** The Sawyer Point Fund generates revenue from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

***Recreation Special Activities Fund 323.*** The Recreation Special Activities Fund accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, the Schmidt boat ramp, concessions, and Recreation Center contract classes.

***Health Services Fund 395.*** The Health Services Fund 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.

***Cable Communications Fund 424.*** The Cable Communications Fund supported communication technology services, Citicable, communications, public and educational access as well as general government services. This fund has been dissolved in FY 2013.

***Metropolitan Sewer District Fund 701.*** The Metropolitan Sewer District Fund supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. Funding is provided by user fees charged to customers.

***Income Tax-Transit Fund 759.*** The Income Tax-Transit Fund accounts for receipts from 0.3% of the Income Tax. The City of Cincinnati contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate a bus system. This fund also supports City transit needs and transportation related functions.

### **Other Restricted Funds Operating Budget by Fund**

This category of operating funds is primarily comprised of grant funds, such as the Women & Infants Food Grant Program Fund, and single purpose funds, such as the Forestry Assessments Fund that generally receive funding from fee-based programs or tax revenue. Like the Principal Restricted Funds, the Other Restricted Funds are also appropriated each year through the budget process and monthly reports to the City Council. Forty-six of the Other Restricted Funds are included in the total City's operating budget in FY 2014. The largest of these funds is the County Law Enforcement Applied Regionally (CLEAR) Program Fund with a FY 2014 operating budget of \$4,628,750.

## **CAPITAL BUDGET - SOURCES AND USES**

Similar to the operating budget, the capital budget includes a General Capital Budget and Restricted Funds Capital Budget. As its name implies, the General Capital Budget is used for general governmental purposes. Restricted Fund Capital budgets are used for the capital investments for the activities covered by a restricted fund (e.g., water main replacement within the Water Works Capital Fund). Specific capital project information is reflected in the Approved FY 2013/14-2019 Capital Investment Program – Volume 2.

### **Capital Budget – Sources of Funding**

#### **General Capital**

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



**Property Tax Supported Bonds.** The assessed valuation of property within the City subject to ad valorem taxes includes real property, public utilities property, and tangible personal property. Some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there is sufficient revenue for the payment of the debt service on the bonds. The estimate for Property Tax Supported Bonds (unvoted bonds) reflects property tax millage of 6.25 mills for debt service requirements. This City Council policy establishes the parameters for how much capital financing resources will be available for the issuance of debt. The City is well within the unvoted statutory debt limitation of 5 1/2% of assessed value in the City. The Property Tax Supported Bonds portion of the general capital resources continues Cincinnati's long standing policy of replacement of debt service on maturing debt with new debt service requirements. This general policy has enabled the City to institute debt management policies that enhance credit worthiness. Approximately 80% of the City's current outstanding general obligation property tax and self-supported debt of \$505 million will be retired by December 31, 2024. By December 31, 2033, 98% will be retired, with the balance of the outstanding general obligation and self-supporting debt retired by 2037. Credit quality and affordability issues, used by bond rating agencies to determine the City's bond rating, continue to be positive indicators for the City. The City is rated Aa2 by Moody's and AA+ by Standard & Poor's.

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

**Southern Railway Note Proceeds.** Cincinnati owns the Cincinnati Southern Railway and leases its use. In 1987, the City renegotiated the terms of the lease for more favorable annual income. The City Council endorsed a policy by resolution to dedicate resources generated by the Southern Railway to infrastructure projects. The notes issued and interest income provide a resource for infrastructure projects.

**Income Tax Supported Debt.** The Approved FY 2013/14-2019 Capital Investment Program includes the use of City Income Tax Supported Debt as resources for project expenditures. The ability to use City Income Tax proceeds to support debt will be determined annually by forecasted income tax revenues.

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

### Special Revenue Fund

The Special Housing Permanent Improvement Fund (SHPIF) is supported from net rental income and tax increment payments, provides revenue for the New Housing Program administered by the Department of Trade and Development. This program supports the development of new market-rate housing in the City.

### Matching Capital Funds

The City receives Federal grants and matching funds and also manages State and County funds to improve the City's roads and bridges. The General Aviation Division of the Department of Transportation and Engineering typically receives funding from the Federal Aviation Administration (FAA). The amount of funding granted by the FAA varies from year to year. Once actual grants are received, the resulting project is budgeted, and matching City funds are recommended to the City Council for approval.



## **Capital Budget – Uses of Funding**

### **General Capital**

The General Capital Budget can be stratified into seven expenditure categories. The Project Expenditure Categories include Debt Service Payments, Economic Development, Environment, Equipment, Housing and Neighborhood Development, Infrastructure (Smale Commission), and New Infrastructure. A complete listing of projects by expenditure category is provided in the Approved FY 2013/14-2019 Capital Investment Plan – Volume 2. The New Infrastructure category was added for the 1997/1998 Biennial Budget to distinguish new capital improvements from Infrastructure (Smale Commission) projects, which provide for the renovation or replacement of existing City assets.

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

The Infrastructure Income Tax portion of the earnings tax is not included as a Capital Budget resource because it is dedicated primarily to infrastructure maintenance, an Operating Budget item. Capital infrastructure expenditures are combined with the operating infrastructure expenditures to meet the annual minimum expenditure requirement. This ordinance also provides for annual increases to the minimum expenditure requirement base amount by using the percentage change in the Implicit Price Deflator for the Gross National Product. The estimated minimum expenditure requirement for calendar year 2013 is \$63.4 million.

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

### **Expenditure Categories**

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

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

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

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

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

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



### Consolidated Plan Budget - Sources and Uses

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

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

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

### CONSOLIDATED PLAN BUDGET - SOURCES AND USES

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

### Consolidated Plan Budget – Sources of Funding

#### Community Development Block Grant (CDBG)

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

#### HOME Investment Partnerships Program

The HOME Investment Partnerships Program (HOME) is a formula grant that funds affordable housing programs. HOME funding can be used for acquisition, construction, and moderate or substantial rehabilitation activities of affordable rental and ownership housing. The City of Cincinnati uses HOME funding primarily for the rehabilitation of rental housing units, homeowner rehabilitation, and the promotion of new home ownership opportunities for low income families.

#### Emergency Solutions Grant (ESG)

The Emergency Solutions Grant (ESG) Program is a formula grant that provides resources for both the capital and non-staff operating needs of emergency shelters and transitional housing for the homeless. Homelessness prevention services for those at risk of becoming homeless are also an allowable use of funding. ESG funding is administered by the Department of Trade and Development.



**Housing for People with AIDS (HOPWA)**

The HOPWA grant is based on the number of cases of AIDS within the region with a 1,500 case threshold. The City serves as the grantee for the eligible metropolitan statistical area (EMSA) that includes 12 counties in the tri-state region. Grant funds must be expended to benefit AIDS patients throughout the region. Funding may be used to assist all forms of housing designed to prevent homelessness of AIDS victims, including emergency housing, shared housing arrangements, apartments, single room occupancy dwellings, and community residences. HOPWA funding also may be used for services such as health care and mental health services, drug and alcohol abuse treatment and counseling, intensive care, case management, assistance with daily living, and other supportive services. The Department of Trade and Development administers the grant.

**Consolidated Plan Budget – Uses of Funding**

As detailed in the Consolidated Plan Budget section of this document, resources are directed to programs and activities to fulfill the objectives of the Consolidated Plan through the following components.

**Housing Component**

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

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

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

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

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

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

**Economic Development/Job Development Component**

CDBG funds provide loans, grants, public improvements, and technical assistance to businesses and industries to expand or consolidate their operations within Cincinnati. This, in turn, provides jobs for low- and

## Budget Basics

### Special Organizational Reporting Authority



moderate-income persons or goods and services for low- and moderate-income neighborhoods. CDBG funding is also used for job training and referral services.

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

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

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

### Human Services Component

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

### Planning and Administration Component

Administration includes coordination of budget and Federal reporting requirements and compliance with Federal program mandates.

### Compliance with CDBG Program Limits

Each of the Consolidated Plan Grant Programs has statutory funding limitations. HUD requires that at least 70% of CDBG activities spent every year must meet the national objective of benefiting low- and moderate-income persons. Activities not directly benefiting low- and moderate-income persons must meet the national objective of eliminating slum and blighting conditions, and up to 30% of the CDBG grant amount can be budgeted for this purpose annually or for up to a three year reporting period. CDBG expenditures for public service activities may comprise no more than 15% of the program year's entitlement grant amount plus prior year program income. The only exception to this regulatory cap is that new (not currently provided) public services provided by a Community Based Development Organization (CBDO) may be funded in approved Neighborhood Revitalization Strategy Areas (NRSA). CDBG expenditures for planning and general administration activities are limited to 20% of the program year's entitlement grant and current year program income. The remaining three Consolidated Plan grant programs have separate limits on administrative expenses as follows: HOME – 10% of grant amount; ESG – 7.5% of grant amount; and HOPWA – 3% of grant amount. Funding for these activities in the approved budget is within the program caps.

## SPECIAL ORGANIZATIONAL REPORTING AUTHORITY

### City Boards and Commissions

Four City Departments - Parks, Recreation, Health and Retirement - report to independent City boards or commissions. Members of the board or commission are appointed by the Mayor and approved by the City Council. The budgets for these four Departments have a special public review process because the Departments present the budget to their public boards for approval before submitting the budget to the City Man-



ager. Additionally, the City relies on advisory boards and commissions to provide recommendations across many program areas. These include, but are not limited to, the Human Services Advisory Committee, the Cincinnati Neighborhood Business Districts United, the City Planning Commission, the Citizen's Complaint Authority Board (CCAB), and the Community Development Advisory Board (CDAB). A complete list of boards and commissions is available with the Clerk of Council.

### **Contract Agencies**

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

### **Regional Services**

The Department of Enterprise Technology Solutions (ETS), the Department of Water Works, and the Department of Sewers are operated by the City of Cincinnati but serve most of the Hamilton County region. ETS provides enterprise and technology services for the City and Hamilton County agencies, access to police record data to local, regional and federal law enforcement agencies, and mapping services to City, County, regional, state and private customers. The Metropolitan Sewer District (MSD) provides wastewater service to the majority of Hamilton County communities, providing additional services to portions of Butler, Clermont, and Warren counties. The City of Cincinnati Stormwater Management Utility is managed by MSD. The Greater Cincinnati Water Works (GCWW) provides water to its customers in the City as well as to its customers in various Hamilton County communities, the City of Mason, and parts of neighboring counties in Ohio including Butler, Clermont, and Warren Counties. In addition, an agreement was signed to provide water to the City of Florence and Boone County in Northern Kentucky who began receiving their water service from the GCWW in March 2003.

### **Outside Regional Services**

The Greater Cincinnati Water Works (GCWW) provides billing and customer services for Lexington, Kentucky and Alexandria, Virginia.

## **FY 2014-2015 BUDGET DEVELOPMENT**

### **Budget Development Process**

For the FY 2014-2015 Biennial Budget, the City of Cincinnati's budget development was comprised of a Policy and Education Stage, Financial Capacity Stage, Budget Development Stage, Budget Adoption Stage and an Implementation Stage. The first stage determined broad budget policy. The second stage assessed the economic outlook and identified budget issues that would impact budget development or represent significant changes in policy focus. The third stage resulted in the allocation of City resources among programs and projects. The fourth and fifth stage deal with the adoption and implementation of the budget. A budget calendar and a brief description of the various stages of this biennium's budget process follow.

Please note: The City of Cincinnati transitioned from a fiscal year that coincides with the calendar year to a fiscal year that begins on July 1<sup>st</sup> and runs through June 30<sup>th</sup> of the following calendar year. Due to the fiscal

# Budget Basics

## FY 2014-2015 Budget Development



year change, some elements of the budget development process were carried forward into the development of the FY 2014-2015 Biennial Budget.

### Budget Calendar

	FY 2014-2015 Biennial Budget Calendar	2012												2013					
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	The Priority-Driven Budgeting process and Neighborhood Summit provide citizens and elected officials an opportunity to share ideas for the future.																		
2	The Administration identifies issues and develops a Biennial Budget Development Report for submission to the City Council.																		
3	The Biennial Budget Development Report is presented to the City Council, which addresses issues and policies guiding development of the Biennial Budget.																		
4	Departmental Operating, Capital and Consolidated Plan Budget Instructions are sent to City departments.																		
5	Departmental Operating, Capital, and Consolidated Plan budgets become due to the Office of Budget and Evaluation (B&E).																		
6	B&E analyzes departmental budget requests and makes recommendations to the Executive Budget Committee (Operating Budget) and the Capital Budget Committee																		
7	The City Manager's Recommended Biennial Budget is presented to the Mayor.																		
8	The Mayor's comments and the Recommended Biennial Budget is presented to the City Council.																		
9	The City Council holds Public Budget Hearings to get additional citizen input prior to making its final budgetary decisions.																		
10	The City Council passes appropriation ordinances establishing the operating and capital budgets.																		

### Policy and Education Stage

**January 2012 - June 2012**

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

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

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



projects and services that are paramount to the preservation and/or revitalization of each neighborhood for consideration during the City of Cincinnati Biennial Budget process. The information on community priority projects is reviewed by appropriate City Departments during their budget preparation. Potential funding options for the priority projects are considered and recommendations on projects are made to City Council in the proposed budget. For the FY 2013/14 CPR process each neighborhood was asked to submit three priority requests. A total of 67 requests were received from 27 neighborhoods. A description of the CPR process results is provided in [Appendix B. The Community Priority Request Disposition Report on page 517.](#)

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

### **Financial Capacity Stage**

**May - June 2012**

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

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

### **Budget Development Stage**

**June 2012 - June 2013**

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

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

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

## Budget Basics

### FY 2014-2015 Budget Development



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

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

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

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

### Budget Adoption Stage

**May - June 2013**

On May 9, 2013, the City Manager presented the Recommended FY 2014-2015 Biennial Budget to the Mayor. Consistent with the City Charter, the Mayor transmitted his comments along with the City Manager's Recommended Budget within 15 days to the City Council. The Budget and Finance Committee of the City Council reviewed the proposed budget allocations, staffing, and program priorities.

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

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

### Implementation Stage

*Budget Control.* Departments are accountable for budgetary control throughout the fiscal year. Every fall the City performs a Budget Monitoring process, where expenditure patterns are compared to departments' expenditure estimates. In addition, a Budget Status Report process is initiated in the spring of each year, which involves the reporting of the departments' actual expenditures and fund balance performance to the Office of Budget and Evaluation. In compliance with State law, B&E then prepares a Final Adjustment Ordinance, which balances each fund account for year's end.

*Budget Amendments.* In some cases, amendments to the budgets may be proposed. Generally, amendments are proposed due to a change in plans or special circumstances such as unusual weather conditions (floods, tornadoes, record snowfalls, etc.). The City's Operating Budget is approved at the agency level, and the



Capital Budget is adopted at the project level. Within the Operating Budget, intra-agency transfers between personnel services, other expenditures, properties and debt service as well as transfers between agencies require an amendment process. Within the Capital Budget, any transfers between projects require an amendment process. For principal funds, the amendment must be prepared in the form of a supplemental or transfer appropriation ordinance recommended by the City Manager for adoption by the City Council. For other funds, the amendment must be a written memo for administrative approval of the City Manager.



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***INTRODUCTION***

The FY 2014-2015 Biennial Budget was developed based on policies approved by the City Council and based on public input via advisory commissions, the Community Priority Request (CPR) process, and public hearings. The budget is also influenced by financial management policies and sound budget development principles that ensure the City maintains its reputation for strong financial management. This section describes the budget and financial policies that guided the development of the FY 2014-2015 Approved Biennial Budget.

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## **BUDGET AND FINANCIAL POLICIES**

The development of the Biennial Budget is guided by several policy constructs. These include specific policy direction provided by the City Council in June 2012, Citizen Priority Requests, long-term financial management policies, and Budget Development Principles.

### **FY 2014-2015 POLICY DIRECTION**

The development of the City's Biennial Budget is a dynamic, ongoing process where policies are implemented to assist in the decision-making of the organization. These policies provide guidelines for short- and long-range planning of major goals and objectives and for the analysis, evaluation, and reporting of financial activities. The overall goal in setting and coordinating Budget Policies is to give management the guidance necessary to develop annual work plans and allocate scarce resources. The City Council adopted its policy direction on June 26, 2012.

How the Approved FY 2014-2015 Biennial Budget addresses the policy directives that follow is detailed in the Budget Summary Section of this document.

1. *Use the information from the Priority-Driven Budget process to recommend elimination or reduction of functions based upon whether other organizations or entities are serving the same populations or providing the same function. If this is the case, the administration should outline a method of transitioning individuals to the other services or programs.*
2. *Recommend changes to mandated programs that exceed the minimum requirements of the mandate.*
3. *Identify functions that can be shared with other political jurisdictions.*
4. *Identify functions that, rather than eliminate them, can be made self sufficient through the establishment of a fee structure.*

The development of the Biennial Budget is guided by several policy constructs. These include long-term financial management and investment policies, debt management policies, budget policies and budget development principles. In addition, the Biennial Budget is informed by citizen outreach activities and planning processes that frame the context within which the Biennial Budget is developed.

## **FINANCIAL MANAGEMENT POLICIES**

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

### **REVENUE POLICIES**

- The City Council levies taxes or fees as specified in the City Charter, or as authorized under the laws of the State of Ohio, to generate revenue for service delivery and capital improvement purposes.
- The Biennial Budget is developed based on the current income tax and property tax structure in the City of Cincinnati.
- **Income Tax:** The City Income Tax is 2.1% of gross earnings by residents, non-residents who work in the City, and corporations located in the City. It is subdivided into four components: 1.55% for General Fund operating purposes, 0.3% for public transit, 0.15% for permanent improvements (capital) and



### Debt Policies

0.10% for maintenance of the City's infrastructure. The biennial budget assumes no additional income tax credits or deductions other than those currently allowed.

- Property Tax: The CY 2013 City property taxes total 10.85 mills per \$1,000 of assessed value: 4.60 mills for General Fund operating purposes, and 6.25 mills for debt requirements of the Capital Improvement Program. The CY 2014 City property taxes total 12.2 mills with 5.7 mills assigned to General Fund operating purposes and 6.5 mills for debt requirements of the Capital Improvement Program. The CY 2015 City Property taxes reflected in this budget is 12.6 mills with 6.1 mills assigned to General Fund operating purposes and 6.5 mills for debt requirements of the Capital Improvement Program
- Intergovernmental revenues are sought from State, Federal, and other sources. The City is not obligated to continue financial support for non-City funded programs and projects after non-City funding has lapsed, except as agreed to as a condition of acceptance of intergovernmental revenues.
- The City ensures revenue collection through efficient collection systems.

### DEBT POLICIES

- The City will issue bonds for capital improvements and not for recurring operating expenditures.
- The City publishes an Official Statement for each bond and note issue in accordance with rules promulgated by the Security and Exchange Commission.
- The City fulfills all obligations for secondary market disclosure to keep bond market participants informed of significant financial activities of the City.
- The City primarily utilizes dedicated property tax proceeds to support debt service payments on general obligation bonds and notes. It also levies taxes on property based on debt limitations in the Ohio Revised Code and the City Charter as follows:
  - As a result of a prior Court decision, the City has the right to levy property taxes without limitation to support its lawfully issued bonds and notes, and the City's ability to incur debt will be limited only by the arithmetical (percentage) limitations set forth under Section 133.05 of the Ohio Revised Code.
  - Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10.5% of the City's assessed valuation, and that the principal amount of unvoted debt may not exceed 5.5% of the City's assessed valuation. The Code also provides several exemptions of debt from the 5.5% and 10.5% limitations.
  - The City retires approximately 75% of outstanding debt within 10 years.
  - The City strives to maintain the City's bond rating in financial markets. The City is rated Aa2 by Moody's and AA+ by Standard & Poor's.

### INVESTMENT POLICIES

- The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio in accordance with State and Federal law. Accordingly, deposits are either insured by federal depository insurance or collateralized. An investment policy has been approved by the City Council.

### ACCOUNTING AND AUDITING POLICIES

- The financial statements of the City of Cincinnati are prepared in accordance with standards promulgated by the Governmental Accounting Standards Board (GASB). These standards include the effective



pronouncements of the National Council on Governmental Accounting and the American Institute of Certified Public Accountants that are considered to be generally accepted accounting principles for state and local entities.

- The City performs periodic financial, program and contract internal audits to insure departmental compliance of City policies and to improve the overall operating efficiency of the organization.
- An independent audit is performed annually to render an opinion on the City's general-purpose financial statements.
- A Comparative Statement of Revenue and Expenditure is presented to the City Council monthly.
- Once the budget is approved by the City Council, Council may not enact any additional spending unless it at the same time enacts offsetting expenditure reductions or identifies new revenue sources.
- For appropriation and expenditure control purposes, budgeted expenditure classifications that may not be exceeded are salaries and benefits, non-personnel service, properties, and debt service. The City Council must approve revisions of or transfers between expenditure classifications.

#### **WORKING CAPITAL RESERVE AND GENERAL FUND BALANCE**

- The City maintains a Working Capital Reserve to assure a strong financial position and to protect the City's general obligation bond rating during periods of fiscal stress. The policy calls for achievement of a minimum reserve level, for emergency needs of a catastrophic nature, of no less than 5% nor more than 8% of general operating revenues by the end of the year.

#### **OPERATING BUDGET POLICIES**

- The City prepares a General Fund Multi-year Forecast every two years, which provides estimates of income tax and property tax revenue changes and expenditure changes for the forecast period. Explanations of revenue and expenditure assumptions are also be included in the forecast.
- A mid-year budget monitoring exercise is conducted each year to identify budget issues at the department level to ensure budgets remain within their appropriated funding level.
- The City prepares Final Adjustment Transfer Ordinances for General Fund and Principal Restricted Fund accounts at the end of each year for the purpose of realigning accounts and providing funds for the on-going needs of City departments in order to ensure that all departments have balanced budgets by year-end.
- At the beginning of budget development, targets are established for Operating Budget expenditures. These targets reflect adjustments for program changes, any applicable increases in salaries and wages, and inflationary increases in non-personnel items and services. Budgetary requests in excess of the target amounts are considered exceptions and must meet one of the following criteria: legal mandates, City Council mandates, and City Manager initiatives.
- The City strives for a structurally balanced budget for each Principal Restricted Fund where annual total expenditures and encumbrances are equal to or less than the annual revenue estimate for the fund. In addition, the City tries to maintain at least a 10% carryover fund balance for each fund.
- A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year is considered a balanced budget in order to comply with State Law.



### Capital Budget Policies

#### CAPITAL BUDGET POLICIES

In addition to other review considerations, the criteria listed below are used in developing the Capital Budget. A Capital Budget is for the improvement, construction, or purchase of City assets that costs \$10,000 or more and lasts at least five years. The criteria in descending priority are as follows:

- Hazard elimination: to eliminate or reduce definite and immediate health and safety hazards.
- Legal mandates: to comply with a court order or other specific legal directive (consent decree, etc.).
- Regulatory compliance: self-initiated improvement in compliance with a Federal, State, or local rule or regulation affecting capital assets.
- Project completion: to finish phased projects with related and already committed or expended funding.
- Prevent Failure: to systematically, and according to schedule, improve assets which if not periodically improved would fail.
- Extend useful life: to improve an asset by making a capital investment to increase the asset's service life.
- Cost-Benefit justified: to make a capital investment which is supported by benefits equal to or greater than the cost of investment (e.g., benefits may be in jobs, revenue, cost savings, matching funds, etc.).
- Service betterment: to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.

#### BUDGET DEVELOPMENT PRINCIPLES

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

- The City will annually balance the budget.
- The City government encourages citizen participation in budget development.
- The City government reflects efficiency and effectiveness in service delivery, asset maintenance, and capital improvements in the budget.
- The City government at all times emphasizes sound financial planning and management.
- The FY 2014-2015 Biennial Budget will include a multi-year General Fund forecast.

#### BUDGET DEVELOPMENT POLICIES

- The City maintains its infrastructure assets in order to meet the Smale Commission mandates for the repair, upkeep, and improvements of City streets, bridges, parks, recreation areas, and buildings. As recommended by the Smale Commission in 1987 and approved by the voters in 1988, an income tax rate of 0.1% is imposed annually on earned income for infrastructure maintenance. Continuation of the tax is contingent upon an indexed annual appropriation and expenditure amount for infrastructure improvements and other ongoing maintenance with special emphasis on streets, city facilities, especially recreation facilities and City fleet.



- Beginning with the development of the FY 2013 budget, the City of Cincinnati implemented a citizen engagement process of Priority-Based Budgeting to ascertain the most important programs and services to the community. This tool provides data for prioritizing existing programs and services to identify opportunities for cost savings, revenue enhancements, and budget reductions based on community values. The process provides an ongoing foundation for examining the services and programs for future budget development.
- The City encourages competition for the allocation of City funds. To this end, the City commits to the continued use of the following allocation processes: Cincinnati Neighborhood Business Districts United (CNBDU) for the Neighborhood Business District Improvement funding, an advisory committee to review the Human Services Policy funding, and the Community Development Advisory Board (CDAB) to advise City leadership on community development and housing priorities.
- The City Administration prepares a Budget Monitoring report to provide the City Council with the status of the City's Budget as of mid-year to note any significant variances, and to provide related recommendations.
- A Sunset Review is conducted each year for the Capital and Consolidated Plan Budgets to recapture unused funds from departments and make them available for other budget priorities.
- The City's Capital Budget describes to what extent capital spending will increase Operating Budget costs for current and future periods.
- During the Capital Budget Process, the City reviews City physical assets and suggests facilities for consolidation.

#### **EFFECT OF PLANNING PROCESSES ON THE BIENNIAL BUDGET**

Every two years, the City of Cincinnati contracts with an econometric forecasting firm to provide an economic outlook and an updated General Fund forecast to allow for a fiscal context for the development of budget policies. This report included an analysis of demographic characteristics and trends, the outlook for the local economy, financial indicators, and major City cost drivers such as personnel services, non-personnel services, and employee healthcare. The forecast includes six year revenue and expense projections which are incorporated into the development of the biennial budget.

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

In addition to the long-term financial planning, there are a number of other planning processes that have an impact on the development of the biennial budget which are described below.

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

## Budget & Financial Policies

### Effect of Planning Processes on the Biennial Budget



In addition to the comprehensive plan, the City is currently implementing a five year Consolidated Plan (2010-2014), which guides the use of the City's major federal funds, such as Community Development Block Grant. The five-year Consolidated Plan incorporates the City's Housing Policy and Economic Development strategies while focusing on three major objectives of providing decent affordable housing, creating suitable living environments, and creating economic opportunities.

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

The updated Green Cincinnati Plan approved by City Council in 2013 includes a shift to overall sustainability rather than a focus on sustainability through the lens of climate protection. Implementation of the plan includes greening government operations as well as partnering with businesses, non-profit organizations, and other entities to achieve sustainability goals.

In 2011, a Joint Utility Management Plan (JUMP) was adopted by the Cincinnati City Council, which approved joint utility management of the Greater Cincinnati Water Works, Metropolitan Sewer District of Greater Cincinnati and Stormwater Management Utility. Joint utility management is intended to result in the following: rates increasing at lower levels than they would otherwise; improvement in levels of service to customers; cost savings and efficiencies, and will increase Cincinnati's opportunity to continue to grow as a national leader in water resource management.

Another planning process affecting the biennial budget is the Government Cooperation and Efficiency Project (GCEP). This regional joint initiative between the City of Cincinnati, Hamilton County, and other local governments improves service delivery and controls costs through cross-jurisdictional cooperation, sharing of services, and service delivery consolidation.

The GO Cincinnati: Growth and Opportunities Study for the City of Cincinnati Final Report, 2008, established a strategic approach for economic development and continues to serve as the framework for economic development initiatives within the City. This comprehensive approach focuses resources on "place-based" development activities in conjunction with strategic workforce development, transportation investments, neighborhood revitalization, as well as job attraction and retention. Implementation of GO Cincinnati has influenced dozens of major projects to date and will continue to impact the vitality of the City with each investment.

City departments also develop, update, and implement individual business plans focused around the areas of Public Safety, Neighborhood Investment, Economic Development and Service Excellence. Each department's business plan includes specific goals, objectives and performance measures which are also presented in the Departmental Budget sections of this document.





**INTRODUCTION**

This part of the FY 2014-2015 Biennial Budget presents summaries of Operating and Capital components of the Biennial Budget on an appropriated fund-by-fund basis. It presents changes in fund balances and a consolidated financial summary. The effect on the Operating Budget by new and enhanced capital projects is also described. It also includes an outstanding Debt Services summary.

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**FY 2014-2015 ALL FUNDS OPERATING BUDGET BY FUND**

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

**All Funds Operating Budget**

The table titled "All Funds Operating Budgets by Fund" on page 90 provides the FY 2014-2015 expenditure budget by fund. It also provides the FY 2013 Approved Stub Budget and the CY 2012 Approved Budget Update by fund.

**Principal Restricted Fund Balances**

The table titled "Changes in Fund Balances" on page 93 provides the estimated FY 2014-2015 ending fund balances for each Principal Restricted Fund. These estimated ending fund balances are determined by netting the total resources of beginning balances, revenue, prior-year cancellations, and transfers-in with the operating expenditures and transfers-out. A description of fund balances are included in this section starting on page 91, for funds that do not meet the financial policy for having a fund balances of at least 10% annual revenue.

**FY 2014-2015 General Fund Resources and Expenditures**

This section beginning on page 94 includes a General Fund table that provides the FY 2014-2015 revenue and expenditures and a description of the fund. The section also lists and describes General Fund Revenue sources and explains the underlying assumptions for revenue estimates.

**FY 2014-2015 Restricted Funds Resources and Expenditures**

This section beginning on page 100 starts with an overview of the Principal Restricted Funds and Other Restricted Funds. Other Restricted Fund expenditures in this section are typically grants or single purpose funds. Several tables follow this overview including the "Restricted Funds Operating Budget," and the "Other Restricted Funds Operating Budget by Fund."

**Financial Summaries**

Starting on page 105, this section provides a consolidated summary schedule demonstrating the revenues/sources and expenditures/uses for each major fund and the non-major funds in aggregate. In addition, this section provides a discrete description of each Principal Restricted Fund, and shows the changes in revenue and expenditures for each appropriated restricted fund for the FY 2014-2015 Approved Biennial Budget compared to the CY 2012 Actual and FY 2013 Stub Estimate. Five-year trend bar charts and pie charts are also included in this section.

# Financial Summaries

## All Fund Operating Budget



### All Funds Operating Budget

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
General Fund	363,655,390	177,718,070	360,377,900	182,659,830	363,531,760
<b>Principal Restricted Funds</b>					
Water Works	122,420,370	62,555,080	136,571,110	74,016,030	141,537,530
Parking System Facilities	7,083,690	3,554,070	8,416,020	4,861,950	9,368,000
Convention Center	7,449,980	4,096,920	7,942,490	3,845,570	8,154,810
General Aviation	1,851,070	925,280	1,842,130	916,850	1,880,530
Municipal Golf	6,922,720	3,563,540	6,996,020	3,432,480	6,457,100
Stormwater Management	9,558,960	4,924,900	10,057,950	5,133,050	10,182,650
Bond Retirement	95,002,210	31,018,980	113,179,780	82,160,800	92,678,670
Street Const Maint & Repair	11,080,290	5,402,330	9,816,110	4,413,780	10,120,030
Income Tax-Infrastructure	15,364,600	8,341,810	17,245,760	8,903,950	17,671,420
Parking Meter	1,302,560	0	0	0	0
Community Dev Block Grant	3,150,200	1,481,530	2,950,780	1,469,250	2,997,690
Municipal Motor Vehicle Lic Tx	2,758,170	1,303,240	2,697,630	1,394,390	2,776,700
Sawyer Point	782,120	399,290	1,117,110	717,820	1,120,150
Recreation Special Activities	3,961,890	1,898,320	3,826,400	1,928,080	3,897,380
Parking Facilities	0	0	0	0	0
Health Services	5,869,890	2,644,150	5,731,430	3,087,280	5,888,420
Cable Communications	3,264,150	0	0	0	0
Metropolitan Sewer District	206,999,550	105,313,570	227,241,600	121,928,030	243,062,460
Income Tax Transit	45,568,080	28,314,970	49,539,660	21,224,690	48,916,310
<b>Principal Restricted Total</b>	<b>550,390,500</b>	<b>265,737,980</b>	<b>605,171,980</b>	<b>339,434,000</b>	<b>606,709,850</b>
Other Restricted Funds	32,759,160	16,899,150	33,362,050	16,462,900	32,793,540
<b>Grand Total</b>	<b>946,805,050</b>	<b>460,355,200</b>	<b>998,911,930</b>	<b>538,556,730</b>	<b>1,003,035,150</b>



## **CHANGES IN FUND BALANCES**

The Changes in Fund Balances Table ([Table XXIII on page 93](#)) shows the estimated ending balances for the City's 17 principal restricted funds. Though a principal restricted fund, the Community Development Block Grant Fund 304 is not presented in [Table XXIII on page 93](#) because it is an entitlement grant from the U.S. Department of Housing and Urban Development. For this program, fund balances are not assumed because appropriations received from the government are expected to be used for their intended purposes in the year received. The FY 2013 and FY 2014 year-end columns in [Table XXIII on page 93](#) represent the estimated ending fund balances as of June 30 for each principal restricted fund. The estimated ending fund balance is the difference between total resources and total expenditures in the fund, which is calculated at the end of the year. Total revenue/resources include revenue projections, prior year cancellations, transfers-in from other sources, and the beginning balance, which is the prior-year carryover ending balance. Prior year cancellations represent cancelled encumbrances of appropriations from prior years. Transfers-in are additional appropriations approved by the City Council for such things as the acceptance of donations, the return of funding for prior year capital projects, new mandates, or new initiatives. Total expenditures/uses include expenditures and transfers-out. Transfers-out are approved by the City Council primarily for capital projects.

Due to budget pressures within the General Fund the past several years, selected General Fund expenditures have been transferred to restricted funds consistent with the legislatively authorized uses of the funds. For example, funding for some Parks Department personnel in Operations & Facility Management has been transferred to the Income Tax-Infrastructure Fund. These transfers, as well as periodic transfers for capital projects within restricted funds, have resulted in decreasing fund balances in several funds. Though the fund balances have decreased, the City is ever mindful of maintaining an adequate fund balance.

Due to the fiscal year change, as detailed in the Budget Summary section of this document, the fund balances of the majority of the 17 principal restricted funds are expected to change by more than 10% from the FY 2013 to FY 2014 year-end. Only the Water Works Fund 101 and the Parking Facilities Fund 102 are expected to change by less than 10% from the FY 2013 to FY 2014 year-end.

As detailed in the Budget and Financial Policies section of this document, the City strives to maintain a fund balance of at least 10% of annual revenues. Two of the principal restricted funds were dissolved in FY 2013. Two of the remaining 15 principal restricted funds are estimated to fall short of meeting the fund balance criterion with a third principal restricted fund having a fund balance at 10% of annual revenues by June 30, 2014. These three funds are described below.

### **Municipal Golf Fund 105**

The Municipal Golf Fund 105 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. The projected year end fund balance in FY 2014 represents 5% of total revenue. Though the fund is balanced, additional expenditure reductions may be required in FY 2014 to bolster the fund balance.

### **Income Tax-Transit Fund 759**

The Income Tax Transit Fund 759 accumulates the proceeds of the 0.3% of the (2.1% total) Income Tax established for City transit needs. The City of Cincinnati has a contract with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The projected year end fund balance in 2014 represents 7% of total revenue. Though the fund is balanced, additional expenditure reductions may be required in FY 2014 to bolster the fund balance.

## Financial Summaries

### Changes in Fund Balances

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#### Health Services Fund 395

The Health Services Fund 395 receives revenue from Medicare, Medicaid, and third parties for services by the City's health clinics to qualifying patients. The fund supports a policy of wellness and preventative health maintenance to serve the health needs of citizens. Since the projected year end fund balance in FY 2014 represents 10% of total revenue, this fund bears monitoring throughout the year. Though the fund is balanced, additional expenditure reductions may be required in 2014 to bolster the fund balance.



**Table XXIII: Changes In Fund Balances (FY 2013-2014)**  
**Appropriated Funds**  
**(In \$000s)**

Fund Name	FY 2013	FY 2013	FY 2013	FY 2013	FY 2013	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014	FY 2014
	Actual Beginning Balance	Stub Revenue Projection	Stub Prior Year Cancel	Stub FY 2013 Transfers	Stub FY 2013 Exp. Estimate	Stub FY 2013 Year-end Estimate	Estimated Beginning Balance	Revenue Projection	FY 2014 Transfers	Budgeted Exp.	FY 2014 Year-end Balance	Year-end Compared to FY 2013	% Change	FY 2013 Year End	FY 2014 Year End		
101 Water Works	60,280	66,593	470	(11,685) a	62,555	53,102	53,102	149,141	(12,651)	136,571	53,021	(81)	-0.2%	79.74	35.55		
102 Parking Facilities	7,363	4,577	120	(2,424) b	3,554	6,082	6,082	9,039	(100)	8,416	6,605	523	8.6%	132.88	73.07		
103 Convention Center	2,244	4,562	-	(570) c	4,097	2,139	2,139	7,796	(230)	7,942	1,762	(377)	-17.6%	46.89	22.60		
104 General Aviation	2,165	1,020	-	-	925	2,260	2,260	2,050	(603)	1,842	1,866	(394)	-17.4%	221.57	91.02		
105 Municipal Golf	1,360	3,046	64	-	3,564	907	907	6,400	-	6,996	310	(597)	-65.8%	29.78	4.84		
107 Stormwater Management	4,261	4,754	42	-	4,925	4,132	4,132	9,507	(861)	10,058	2,720	(1,412)	-34.2%	86.92	28.67		
151 Bond Retirement	35,607	38,299	-	(197) d	31,019	42,690	42,690	123,150	-	113,180	52,660	9,970	23.4%	111.47	42.76		
301 Street Construction	2,629	4,523	-	-	5,407	1,744	1,744	9,337	-	9,816	1,264	(480)	-27.5%	38.56	13.54		
302 Income Tax-Infrastructure	6,978	7,726	9	-	8,372	6,341	6,341	15,915	-	17,246	5,010	(1,331)	-21.0%	82.07	31.48		
303 Parking Meter	1,014	317	-	(1,331) e	-	-	-	-	-	-	-	-	N/A	N/A	N/A		
306 Motor Vehicle License Tax	916	1,242	-	-	1,303	855	855	2,535	-	2,698	692	(163)	-19.1%	68.84	27.30		
318 Sawyer Point	1,546	359	1	-	399	1,506	1,506	725	-	1,117	1,114	(392)	-26.0%	419.50	153.66		
323 Recreation Special Activities	2,218	1,951	7	(500)	1,898	1,778	1,778	3,335	-	3,826	1,287	(491)	-27.6%	91.13	38.59		
395 Health Services	768	2,591	153	-	2,644	867	867	5,402	-	5,731	538	(329)	-37.9%	33.46	9.96		
424 Cable Communications	1,215	-	225	(1,440) f	-	-	-	-	-	-	-	-	N/A	N/A	N/A		
701 Metropolitan Sewer District	75,280	262,790	24	(90,000) g	207,931	40,162	40,162	271,790	(60,000)	227,242	24,710	(15,452)	-38.5%				
759 Income Tax-Transit	6,192	23,211	-	-	24,319	5,083	5,083	47,810	(100)	49,540	3,254	(1,829)	-36.0%	21.90	6.87		

Notes:

- a) The FY 2013 transfers for the Water Works Fund 101 include \$11,685,00 for transfers to various capital projects.
- b) The FY 2013 transfers for the Parking Facilities Fund 102 include \$2,424,000 for transfers to various capital projects.
- c) The FY 2013 transfers for the Convention Center Fund 103 include \$570,000 for transfers to various capital projects.
- d) The FY 2013 transfers for the Bond Retirement Fund 151 include \$196,880 for transfers to various capital projects.
- e) This fund no longer exists after 2012 and all unencumbered funding was transferred out into the General Fund.
- f) This fund no longer exists after 2012 and all unencumbered funding was transferred out into the General Fund.
- g) Year end balances are transferred to various trustee accounts (e.g., Bond Reserve Fund Account, Bond Fund Account, Surplus Account, and Replacement and Improvement Account) to cover bond requirements and two month's operating expenses.

**Though the City Council approved a biennial budget for FY 2014-2015, the Ohio Revised Code requires annual appropriations. As such, only the FY 2014 appropriation year is reflected in the table above.**

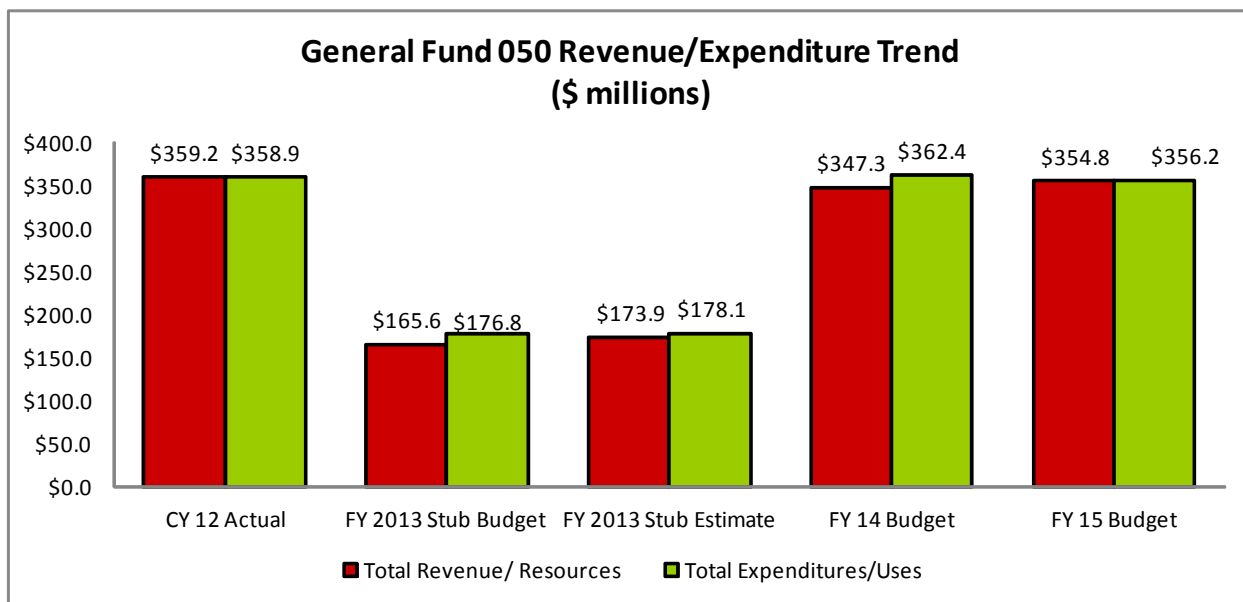
# Financial Summaries

## General Fund 050



### GENERAL FUND 050

	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Budget	Change FY 2013 Stub Budget to FY 2014	FY 2015 Budget
<b>Revenue/ Resources</b>						
Taxes	265,449,790	132,900,140	136,013,510	275,469,200	142,569,060	284,145,170
Licenses & Permits	6,600,490	4,060,150	4,060,150	9,897,460	5,837,310	10,004,960
Courts and Use of Money & Property	7,813,330	3,715,150	3,715,150	7,016,920	3,301,770	7,166,920
Revenue from Other Agencies	42,060,420	11,977,481	15,174,110	28,142,410	16,164,929	26,774,650
Charges for Services	20,559,400	8,824,600	8,824,600	23,213,420	14,388,820	23,763,660
Miscellaneous	2,752,890	2,585,000	375,000	3,516,720	19,541,300	2,990,520
<b>Revenue Subtotal</b>	<b>345,236,320</b>	<b>164,062,521</b>	<b>168,162,520</b>	<b>347,256,130</b>	<b>183,193,609</b>	<b>354,845,880</b>
Prior Year Cancellations	881,130	-	2,900,000	-	-	-
Transfers In	13,125,080	1,520,400	2,800,860	68,030	(1,452,370)	-
<b>Subtotal</b>	<b>14,006,210</b>	<b>1,520,400</b>	<b>5,700,860</b>	<b>68,030</b>	<b>(1,452,370)</b>	<b>-</b>
<b>Total Revenue/ Resources</b>	<b>359,242,530</b>	<b>165,582,921</b>	<b>173,863,380</b>	<b>347,324,160</b>	<b>181,741,239</b>	<b>354,845,880</b>
<b>Expenditures/ Uses</b>						
Personnel Services	194,427,390	98,555,190	98,555,190	196,152,930	97,597,740	198,137,300
Employee Benefits	92,163,020	46,324,390	46,730,680	94,279,060	47,954,670	94,250,770
Other Expenses	65,135,540	31,784,320	32,134,320	66,163,030	34,378,710	67,372,860
Properties	37,730	66,220	66,220	167,250	101,030	172,800
Debt Service	3,656,480	987,950	987,950	3,615,630	2,627,680	3,598,030
<b>Expenditures Subtotal</b>	<b>355,420,160</b>	<b>177,718,070</b>	<b>178,474,360</b>	<b>360,377,900</b>	<b>182,659,830</b>	<b>363,531,760</b>
Transfers Out	3,497,400	-	500,000	3,823,340	3,823,340	5,771,800
Expenditures Savings	-	(888,590)	(921,190)	(1,801,890)	(913,300)	(12,947,360)
<b>Subtotal</b>	<b>3,497,400</b>	<b>(888,590)</b>	<b>(421,190)</b>	<b>2,021,450</b>	<b>2,910,040</b>	<b>(7,175,560)</b>
<b>Total Expenditures/ Uses</b>	<b>358,917,560</b>	<b>176,829,480</b>	<b>178,053,170</b>	<b>362,399,350</b>	<b>185,569,870</b>	<b>356,356,200</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>324,970</b>	<b>(11,246,559)</b>	<b>(4,189,790)</b>	<b>(15,075,190)</b>	<b>(3,828,631)</b>	<b>(1,510,320)</b>
<b>FY Beginning Balance</b>	<b>22,276,414</b>	<b>13,602,190</b>	<b>22,601,281</b>	<b>18,411,491</b>	<b>4,809,301</b>	<b>3,336,301</b>
<b>FY Ending Balance</b>	<b>22,601,384</b>	<b>2,355,631</b>	<b>18,411,491</b>	<b>3,336,301</b>	<b>980,670</b>	<b>1,825,981</b>
<b>Ending Fund Balance as a % of Revenue</b>	<b>6%</b>	<b>1%</b>	<b>11%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>



### Description

General Fund 050 can be used for any general municipal purpose. This is the primary fund in the City operating budget and is used to deliver the basic municipal services such as police and fire protection, park





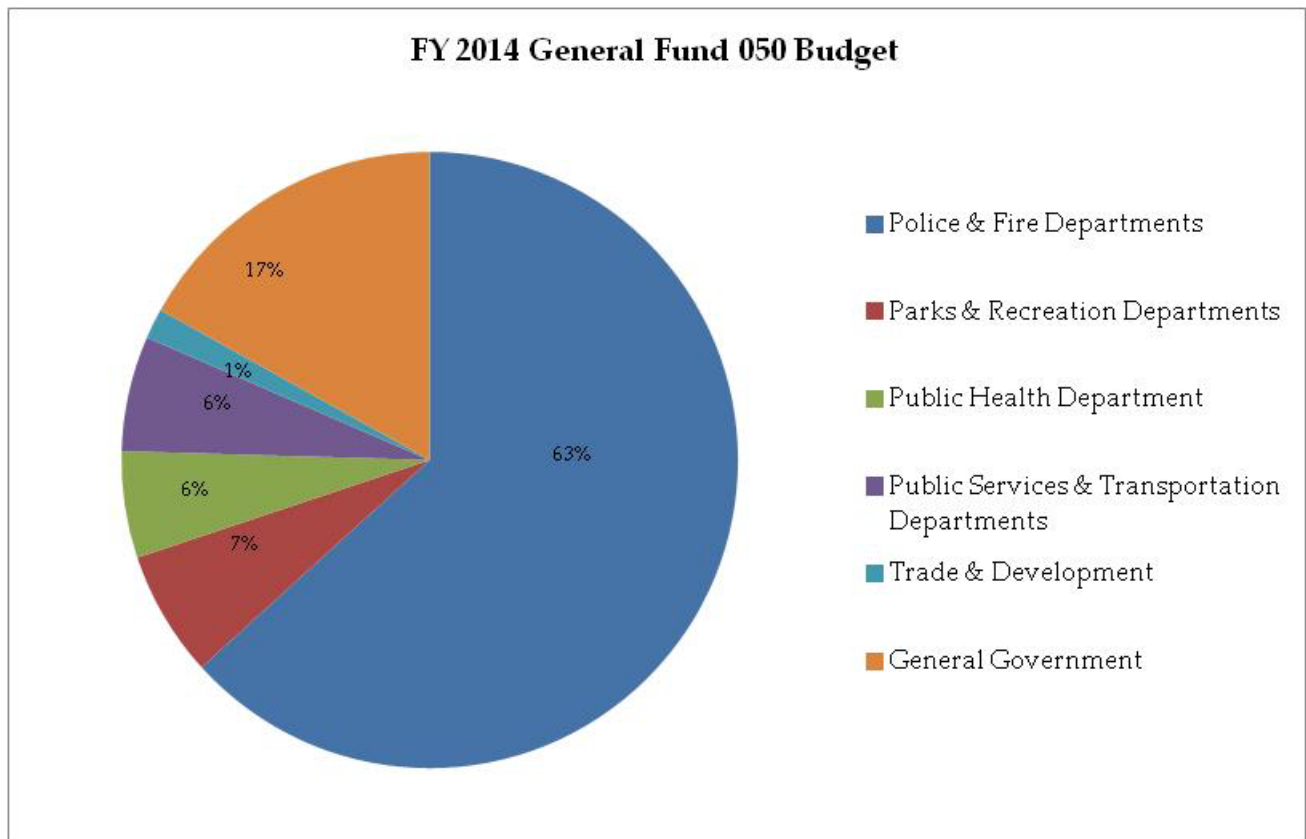
maintenance, street repair, trash collection, and the operation of recreation centers and health clinics. The two major revenue components are City Income Tax and Property Taxes.

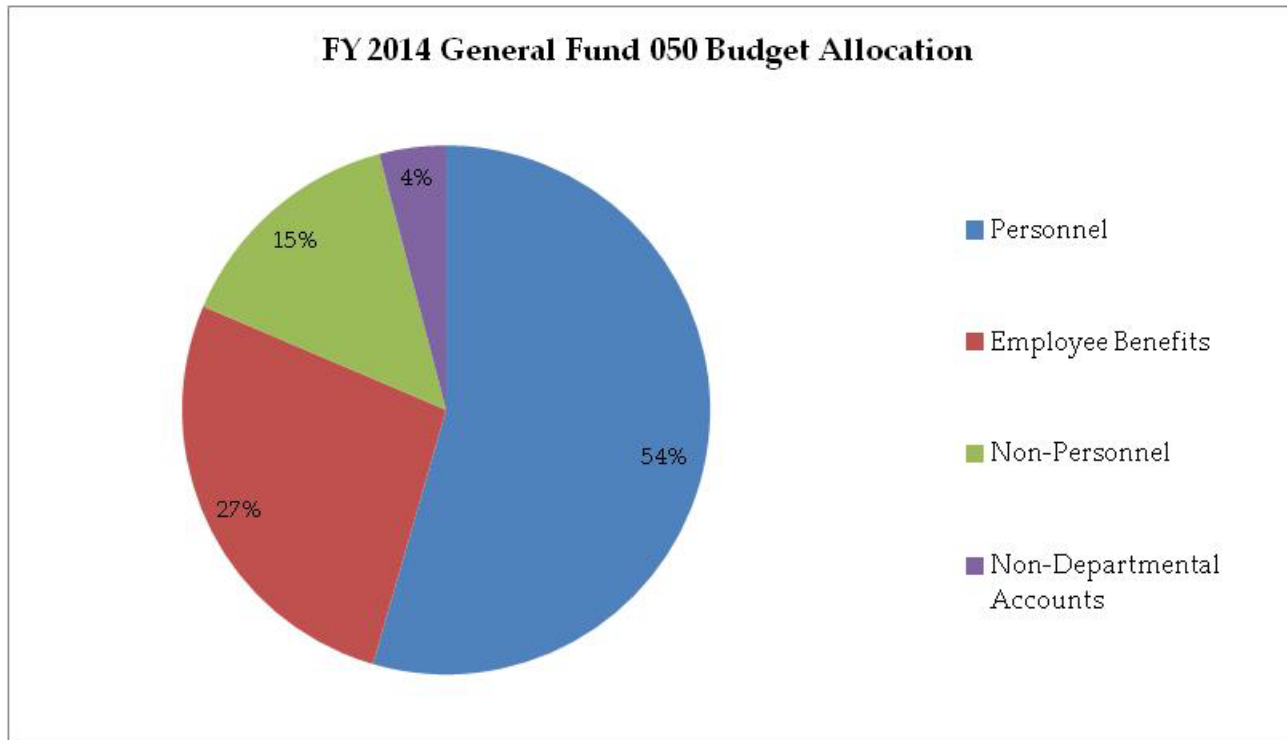
**Revenues**

The General Fund revenue estimates are \$347,324,156 for FY 2014, which is a -3.3% decrease from the CY 2012 Actual and \$354,845,884 for FY 2015, which is a 2.2% increase over FY 2014. These estimates are based on historical data as well as the forecast for the local economy. (See General Fund Revenue Estimates on page 98).

**Expenditures**

The total FY 2014 operating budget for the General Fund of \$360,377,900 is a 1.4% increase over the CY 2012 Actual. The budget increase is primarily due to an increase in personnel and employee benefit costs. The General Fund budget changes are explained in detail in the Departmental Budgets section of this document and summarized in the Budget Summary section. The total FY 2015 operating budget for the General Fund of \$363,531,760 is a .9% increase over the FY 2014 General Fund operating budget. FY 2015 includes an assumed across-the-board cut of 3.1% in order to balance to projected resources. Specific expenditure reductions and/or revenue enhancements will be identified as part of the FY 2015 Budget Update process.





**FY 2014 General Fund Budget Allocation**

**Total General Fund Budget - \$360,377,900**

**Personnel - \$196,152,930, or 54% of budget**

A total of \$196,152,930 is approved to support 3,264.5 Full Time Equivalent (FTE) General Fund positions. The FY 2014 approved FTE level represents a net 94.79 FTE decrease compared to FY 2013. The FY 2014 public safety personnel expenditures total \$136,966,790.00, or 69.8% of the total General Fund personnel budget. The FY 2014 non-public safety personnel expenditures total \$59,186,140.00 or 30.2% of the total personnel budget. Position eliminations that led to a net 94.79 FTE decrease included 64 FTE from Police, 15.42 FTE from the Health Department, 11.02 FTE from Recreation, 3 FTE from Law, 2.82 FTE from Finance, 2.25 FTE from Enterprise Technology Solutions, 2 FTE from Fire, 1 FTE from Parks, and 1 FTE from Citizen Complaint & Internal Audit. These FTE decreases are partially offset by FTE increases in other departments. It should be noted that the Emergency Communications Center was transferred from the Police Department to the City Manager’s Office. This transfer creates a decrease of 130 FTE for Police and a corresponding increase for the City Manager’s Office.

Personnel costs include salaries, overtime, and other wage categories such as longevity pay, merit increases, and certification pay as required by current approved labor contracts. The funding level noted above is net of \$13.1 million in reimbursements from other funds for work performed by General Fund staff in support of restricted funds. It is also net of position vacancy allowance (PVA) totaling \$4.1 million. PVA is a budgeting tool to account for the value of positions that become vacant throughout the year due to extended leave, retirements, resignations, promotions, and dismissals.



**Employee Benefits - \$96,945,170, or 27% of budget**

The largest single employee benefit expense is the pension cost, which totals to \$45,627,823, or 47% of the total employee benefits budget and includes the City, State, Police, and Fire pensions. Employee health insurance amounts to \$36,137,715, or 37% of the total employee benefits budget. Non-Departmental employee benefits costs total \$9,756,890. Other miscellaneous employee benefits costs total \$5,722,742.

**Non-Personnel - \$52,264,730, or 15% of budget**

The non-personnel budget includes funding for contractual services, materials and supplies, fixed charges, and equipment. The largest portion of the non-personnel budget is allocated to contractual services. The three largest contractual service items include fleet maintenance for City vehicles in the amount of \$7,496,049, expert services in the amount of \$7,653,478 and sundry contractual services in the amount of \$12,554,593. These three expenditures represent 53% of the non-personnel budget. Recycling and disposal expenses total \$4,912,826 or 9.4% of the FY 2014 non-personnel budget. Utility costs represent 8.5% of the non-personnel budget and total \$4,417,040. Petroleum costs, primarily fuel costs for City vehicles, were budgeted at \$4,126,229 or 7.9% of the non-personnel budget. Data processing and telephone expenses total \$3,339,807 or 6.4% of the total non-personnel budget. The building and office rent expense totals \$2,455,486, or 4.7% of the non-personnel budget, for FY 2014 and includes lease costs for office space. Other miscellaneous non-personnel expenses total \$5,309,222 and represent 10.2% of the FY 2014 non-personnel budget.

**Other Non-Departmental Accounts - \$14,715,070, or 4% of budget**

Non-departmental accounts include funding that is not associated with providing a direct service within a department or supports many departments. An amount of \$2,500,000 is included in the budget for Property Investment Reimbursement Agreements (PIRAs). An amount of \$900,000 is included in the Judgments Against the City account. The Reserve for Contingencies includes \$375,000 for general contingencies. Other miscellaneous non-departmental accounts total \$10,940,070.



**GENERAL FUND REVENUE**

The General Fund revenue estimate for FY 2014 in [Table XXIV on page 98](#) is \$347.3 million, which is a .6% increase over the Calendar Year (CY) 2012 (last full year) actual of \$345.2 million. The four major General Fund revenue components are City Income Tax, Property Tax, State Shared Revenues (Estate Tax and Local Government Fund), and Casino Revenue all of which together comprise approximately 86.1% of General Fund revenue for FY 2014.

**Table XXIV: FY 2014-2015 GENERAL FUND REVENUE ESTIMATES**  
(in \$000's)

Category	CY 2012 Actual	FY 2013 Estimate (6months)	FY 2014 Estimate	% Change	FY 2015 Estimate	% Change
Income Taxes	\$238,210	\$123,852	\$246,934	3.7%	\$251,903	2.1%
State Shared Revenues	\$38,941	\$11,977	\$15,922	-59.1%	\$14,202	-4.4%
Property Taxes	\$24,664	\$11,747	\$26,241	6.4%	\$30,300	16.5%
Casino Tax	\$1,047	\$2,200	\$10,000	855.1%	\$10,000	0.0%
Parking Meter (Net Revenue)			\$1,500		\$1,500	
Other	\$42,374	\$18,387	\$46,659	10.1%	\$46,941	0.7%
<b>Total Resources</b>	<b>\$345,236</b>	<b>\$168,163</b>	<b>\$347,256</b>	<b>0.6%</b>	<b>\$354,846</b>	<b>2.2%</b>

**City Income Tax.** The 2012 Income Tax revenue through June 2012 was \$122.7 million. The FY 2013 Income Tax revenue is 4.2% above 2012 Income Tax revenue thru June 2012. The FY 2014 Income Tax revenue is forecasted to be 3.7% above 2012 revenue. This increase is due to improvement in the local economy.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages, and other personal service compensation earned by residents of the City and to earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue and is estimated to account for approximately 71.1% of those revenues in FY 2014.

**Property Tax.** Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City’s current property tax millage is 10.85 mills – 6.25 mills for debt service and 4.60 mills for the General Fund operating budget. The City Charter authorizes a property tax levy of up to 6.1 mills for the General Fund operating budget. In past years, City Council had approved the rollback of property taxes for the operating budget. The FY 2014 budget includes a restoration of the millage to 5.7 mills effective January 1, 2014, which impacts the second half of the fiscal year. The FY 2015 budget includes restoration of property tax levy to 6.1 mills effective January 2015. The State of Ohio phased out the taxation of personal property tax, and to compensate subdivisions (such as the City) for lost revenues, the State made distributions that were expected to fully compensate taxing subdivisions for such tax revenue loss through 2010. Gradual reductions in reimbursement amounts were to be included from 2011 through 2017. The State of Ohio’s 2012 Budget eliminated the tangible personal property tax reimbursement and public utility personal property tax reimbursement for operating expenses that were paid to the General Fund. This translates to a reduction of approximately \$1.8 million in CY 2013 and approximately \$1.4 million in CY 2014. The property tax is the second largest single source at approximately 7.6% of the FY 2014 General Fund revenue.



**State Shared Revenues.** State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 4.6% of General Fund revenues for FY 2014. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. Both sources are declining dramatically.

The Estate Tax was discontinued in 2013 per state legislative action; however, \$5 million in revenue from this source was received for FY 2013 and \$2.2 million is forecasted in FY 2014 due to lag time in settling the estates for those individuals who were deceased prior to January 1, 2013. In CY 2012 this source brought in \$21.4 million to the General Fund.

The second source of state shared revenue is the Local Government Fund. The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. The State of Ohio's 2013 Budget included budget reductions to the Local Government Fund. This translates to a reduction of approximately \$11.9 million in CY 2013 compared to CY 2012. The remainder of the Local Government Fund revenue accounts for approximately 3.9% of the General Fund revenue in FY 2014. Revenues received from the local government fund have decreased by almost 50% percent from 2008 to 2013 per state action.

**Casino Tax Distribution.** The opening of four casinos throughout Ohio resulted in a new revenue stream for the General Fund that began in 2012. Revenue of \$10 million is forecasted for each year of the FY 2014-2015 Biennial Budget. Casino Tax accounts for 2.9% of the General Fund revenue in FY 2014 representing the fourth largest single source.

**Parking Meter (Net Revenue).** The Parking Meter net revenue that was being recognized in the Parking Meter Fund each year will now be recognized in the General Fund. This source is estimated to be \$1.5 million in FY 2014.

**Other Revenues.** This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, investment revenue and miscellaneous revenues. These various revenues comprise 13.4% of the General Fund revenues in FY 2014. Increases in this area are described in more detail on the Taxes and Fees section of this document.



#### FISCAL YEARS 2014-2015 RESTRICTED FUNDS RESOURCES AND EXPENDITURES

The Fiscal Year 2014 Approved Principal Restricted Funds Operating Budget totals \$602.2 million, which is an increase of 127.8% over the FY 2013 Principal Restricted Funds six-month Stub Budget of \$264.3 million. The FY 2014 Approved Principal Restricted Funds Operating Budget compared to the CY 2012 Approved Budget Update (the last full-year budget) increased 10.0%. (See Restricted Funds Operating Budget on page 102.)

The FY 2014 Approved Principal Restricted Funds expenditure amount increased \$55.0 million over the CY 2012 Approved Budget. This is primarily due to increases in the Water Works Fund, the Parking System Facilities Fund, the Bond Retirement Fund, the Income Tax-Infrastructure Fund, the Metropolitan Sewer District Fund, and the Income Tax-Transit Fund. These increases are primarily offset by expenditure decreases for the Street Construction, Maintenance & Repair Fund and the elimination of the Parking Meter Fund and the Cable Communications Fund.

A rate increase for the Water Works Fund of 5.5% for FY 2014 enables the Greater Cincinnati Water Works to maintain its water main replacement and asset management program as well as required debt service coverage and days-cash-on-hand ratios. The rate increase represents a change in the current rate structure, which will better control for variable revenues by adjusting base charges and volume charges. The shift in the rate structure will lower the revenue volatility by shifting some of the operational costs into the base rates for some customers. In the Parking System Facilities Fund, a debt service increase of \$0.9 million over CY 2012 primarily accounts for the FY 2014 expenditure increase. This debt service is related to the new U-Square garage project near the University of Cincinnati gateway. In the Bond Retirement Fund, expenditures will vary annually depending on the amount of principal and interest to be paid and refunds. The Income Tax-Infrastructure Fund increased by \$1.8 million, due to the shift of eligible expenditures from the General Fund in FY 2013 that is continued in FY 2014. The Metropolitan Sewer District Fund increased by \$20.2 million overall from the CY 2012 Approved Budget Update to the FY 2014 Budget. This increase is primarily due to an increase of \$15.7 million in debt service. The debt service supports the significant capital improvements of the Global Consent Decree approved by the County and the City. The Consent Decree requires the Metropolitan Sewer District to minimize the discharge of sewage and untreated wastewater into the environment and to eliminate water-in-basement occurrences caused by public sewers. The Income Tax-Transit Fund has increased expenditures for FY 2014 due to an increase in estimated revenues for the period. The additional funding is necessary to cover the City's contractual funding obligation to the Southwest Ohio Regional Transit Authority (SORTA) for operation of the Metro bus system.

The reduction in the Street Construction, Maintenance and Repair fund is the result of necessary expenditure reductions to ensure an adequate ending fund balance for each year of the biennium. Program reductions within the Department of Public Services and the Department of Parks primarily account for these reductions.

In FY 2015, Approved Principal Restricted Restricted Funds are increased by 0.2% due to standard inflationary increases as well as debt service increases in the Water Works Fund, the Parking Facilities Fund, and the Metropolitan Sewer District Fund. These debt service increases are related to the aforementioned issues for FY 2014. While the FY 2015 revenues reflect a rate increase, the Metropolitan Sewer District (MSD) has not committed to a specific rate increase for FY 2015 at this time. MSD along with the Greater Cincinnati Water Works and the Stormwater Management Utility have entered into a Joint Utility Management Plan in 2013. The Joint Utility Management Plan has been put in place to reduce costs and share resources between the three aforementioned utilities, and MSD hopes to achieve enough additional savings to mitigate the need for a FY 2015 rate increase. These increases are partially offset by a debt service decrease within the Bond Retirement Fund.

***Principal Restricted Fund Revenue Estimates and Expenditures for FY2014-FY2015***

A fund balance that is 10% or more of annual revenues is considered a generally accepted public financial standard. While all of the Principal Restricted Funds are balanced in FY 2014, three of the Principal Restricted Funds have estimated fund balances of less than 10% of annual revenues. These include the Health Services Fund, the Income Tax-Transit Fund, and Municipal Golf Fund. These funds will be monitored closely during FY 2014.

In FY 2015, four of the Principal Restricted Funds are projected to have fund balances of less than 10%. These include the three aforementioned funds for FY 2014 and the Street Construction, Maintenance and Repair Fund. These funds will be monitored closely during the update year and expenditure reductions and/or revenue increases may be necessary to ensure adequate fund balances in FY 2015.

***Other Restricted Fund Expenditures for FY2014-FY2015***

"Other Restricted Funds" are typically grants or single purpose funds, unlike Principal Restricted Funds, that generally receive funding from fee-based programs or tax revenue. A detailed list of the Other Restricted Funds and their associated budgets is in the "Other Restricted Funds Operating Budget" table on page [103](#).

The FY 2014 Other Restricted Funds Approved Budget of \$33.4 million represents an increase of \$16.5 million, or 97.0%, over the FY 2013 Other Restricted Funds six-month Stub Budget of \$16.9 million. The FY 2014 Other Restricted Funds Approved Budget compared to the CY 2012 Approved Budget Update represents an increase of \$0.6 million or 1.8%. The increase is primarily due to increases in the following funds:

- Home Health Services Fund (approximately \$0.8 million)
- State Criminal Activity Forfeiture Fund (approximately \$0.4 million)
- County Law Enforcement Applied Regionally (CLEAR) Fund (approximately \$0.4 million)
- 911 Cell Phone Fees Fund (approximately \$0.3 million)
- Drug Offender Fines Forfeiture Fund (approximately \$0.3 million)
- Park Lodge/Pavilion Deposits Fund (approximately \$0.2 million)
- Krohn Conservatory Fund (approximately \$0.2 million)

The FY 2014 increases were offset by reductions in the CY 2012 Approved Budget Update in the following three funds:

- Sexually Transmitted Diseases Fund (approximately \$0.6 million)
- Federal Criminal Activity Forfeiture Fund (approximately \$0.4 million)
- Public Health Research Fund (approximately \$0.2 million)

The FY 2015 Other Restricted Funds Approved Budget of \$32.8 million represents a decrease of \$0.6 million, or 1.7%, from the FY 2014 Other Restricted Funds Approved Budget. This decrease is primarily the result of a reduction of approximately \$0.4 million in the State Criminal Activity Forfeiture Fund and a reduction of approximately \$0.2 million in the 911 Cell Phones Fee Fund.

# Financial Summaries

## Restricted Funds Operating Budget



### Restricted Funds Operating Budget

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change 2013 Budget to 2014	FY 2015 Approved
<b>Principal Restricted Funds</b>					
Water Works	122,420,370	62,555,080	136,571,110	74,016,030	141,537,530
Parking System Facilities	7,083,690	3,554,070	8,416,020	4,861,950	9,368,000
Convention Center	7,449,980	4,096,920	7,942,490	3,845,570	8,154,810
General Aviation	1,851,070	925,280	1,842,130	916,850	1,880,530
Municipal Golf	6,922,720	3,563,540	6,996,020	3,432,480	6,457,100
Stormwater Management	9,558,960	4,924,900	10,057,950	5,133,050	10,182,650
Bond Retirement	95,002,210	31,018,980	113,179,780	82,160,800	92,678,670
Street Const Maint & Repair	11,080,290	5,402,330	9,816,110	4,413,780	10,120,030
Income Tax-Infrastructure	15,364,600	8,341,810	17,245,760	8,903,950	17,671,420
Parking Meter	1,302,560	0	0	0	0
Municipal Motor Vehicle Lic Tx	2,758,170	1,303,240	2,697,630	1,394,390	2,776,700
Sawyer Point	782,120	399,290	1,117,110	717,820	1,120,150
Recreation Special Activities	3,961,890	1,898,320	3,826,400	1,928,080	3,897,380
Parking Facilities	0	0	0	0	0
Health Services	5,869,890	2,644,150	5,731,430	3,087,280	5,888,420
Cable Communications	3,264,150	0	0	0	0
Metropolitan Sewer District	206,999,550	105,313,570	227,241,600	121,928,030	243,062,460
Income Tax Transit	45,568,080	28,314,970	49,539,660	21,224,690	48,916,310
<b>Principal Restricted Total</b>	<b>547,240,300</b>	<b>264,256,450</b>	<b>602,221,200</b>	<b>337,964,750</b>	<b>603,712,160</b>
Other Restricted Funds	32,759,160	16,899,150	33,362,050	16,462,900	32,793,540
<b>Grand Total</b>	<b>579,999,460</b>	<b>281,155,600</b>	<b>635,583,250</b>	<b>354,427,650</b>	<b>636,505,700</b>





**Other Restricted Funds Operating Budget by Fund**

	<b>CY 2012 Budget</b>	<b>FY 2013 Stub Budget</b>	<b>FY 2014 Budget</b>	<b>Change FY 2013 Stub Budget to FY 2014</b>	<b>FY 2015 Approved</b>
314 - Special Events	0	375,000	75,000	(300,000)	0
317 - Urban Dev Property Operations	304,490	307,120	319,100	11,980	329,670
319 - Contributions For Recreation	190,840	101,400	204,130	102,730	209,850
324 - Recreation Fed Grant Project	381,750	215,230	446,290	231,060	456,590
326 - Park Donations/Spec Activities	438,940	221,820	698,260	476,440	703,270
327 - W.M. Ampt Free Concerts	15,000	7,500	15,000	7,500	15,000
328 - Groesbeck Endowments	15,000	7,500	15,000	7,500	15,000
330 - Park Lodge/ Pavilion Deposits	217,110	149,370	433,090	283,720	442,290
332 - Krohn Conservatory	444,870	254,050	649,360	395,310	655,470
333 - Krohn Conservatory Trustee	40,000	20,000	40,000	20,000	41,330
349 - Urban Renewal Debt Retirement	670,680	292,530	620,070	327,540	646,630
350 - Public Health Research	2,014,580	1,068,520	1,770,190	701,670	1,784,590
353 - Home Health Services	3,288,730	1,760,710	4,060,800	2,300,090	4,158,140
354 - Household Sewage Treatment System Fees	34,030	15,870	34,380	18,520	35,360
360 - Blue Ash Property Operation	78,440	12,500	7,500	(5,000)	7,500
363 - Solid Waste Disposal Control	94,330	45,540	90,050	44,510	90,210
364 - 911 Cell Phone Fees	2,151,370	1,185,300	2,489,870	1,304,570	2,245,870
367 - Criminal Actv Forfeiture Fed	386,690	65,000	5,000	(60,000)	100
369 - Criminal Actv Forfeiture State	88,400	301,490	506,200	204,710	70,000
370 - Drug Offender Fines Forfeiture	1,780	280,000	279,700	(300)	100,050
372 - DUI Enforcement	14,520	11,000	22,500	11,500	5,500
378 - Sexually Transmitted Diseases	721,590	620	73,690	73,070	74,610
379 - Std/HIV Prevention Training	7,090	40	60	30	30
380 - Lead Poisoning Control	1,140	34,020	80,370	46,350	83,400
381 - Cincinnati Abatement Project	1,509,810	654,150	1,406,040	751,890	1,418,810
391 - Women & Infants Food Grnt Prog	3,472,750	1,566,830	3,254,740	1,687,910	3,182,710
394 - State Health Program Income	76,850	41,350	78,550	37,210	80,760
412 - Food Service License Fees	1,072,360	531,250	1,139,700	608,450	1,158,090
413 - Swimming Pool License Fees	83,510	39,830	89,170	49,340	90,140
415 - Immunization Action Plan	285,180	140,680	296,960	156,280	301,080
418 - Federal Health Program Income	2,034,330	827,260	1,759,250	931,990	1,779,610
420 - Public Employee Assistance Pro	475,860	239,780	477,660	237,880	482,000
425 - Heart Health In Ham County	167,600	76,530	141,690	65,160	145,140
438 - Neighborhood Stabilization	3,810	0	0	0	0
444 - Armlerder Projects	211,950	170	0	(170)	0
446 - Health Network	384,190	215,720	415,780	200,060	427,590
448 - Health Care For The Homeless	237,770	59,560	127,540	67,980	126,270
449 - Cinti Area Geographic Info Sys	4,254,150	1,902,930	4,033,990	2,131,060	4,139,210
454 - Metropolitan Medical Response - Grant Funds	72,050	47,380	93,870	46,490	98,220
457 - CLEAR	4,276,970	2,405,960	4,628,750	2,222,790	4,694,130
502 - American Recovery & Reinvestment	87,000	60	0	(60)	0
631 - Buildings Code Sales	6,000	3,190	6,480	3,290	6,690
749 - Retirement	30,530	0	35,220	35,220	39,920

## Financial Summaries

### Other Restricted Funds Operating Budget by Fund



### Other Restricted Funds Operating Budget by Fund

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Budget	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
791 - Sidewalk Assessments	56,070	24,710	49,930	25,220	51,020
792 - Forestry Assessments	1,816,130	1,122,570	1,838,650	716,080	1,831,160
793 - Blem Assessment	542,910	267,130	552,470	285,340	570,530
	<b>32,759,150</b>	<b>16,899,170</b>	<b>33,362,050</b>	<b>16,462,910</b>	<b>32,793,540</b>



**Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds**

<b>General Fund 050</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	265,449,790	136,013,510	275,469,200	284,145,170
Licenses & Permits	6,600,490	4,060,150	9,897,460	10,004,960
Courts & Use of Money & Property	7,813,330	3,715,150	7,016,920	7,166,920
Revenue from Other Agencies	42,060,420	15,174,110	28,142,410	26,774,650
Charges for Services	20,559,400	8,824,600	23,213,420	23,763,660
Miscellaneous	2,752,890	375,000	3,516,720	2,990,520
Prior Year Cancellations	881,130	3,821,190	1,801,890	12,947,360
Transfers In	13,125,080	2,800,860	68,030	0
<b>Total Revenues/Resources</b>	<b>359,242,530</b>	<b>174,784,570</b>	<b>349,126,050</b>	<b>367,793,240</b>
<b>Expenditures/Uses</b>				
Personnel Services	194,427,390	98,555,190	196,152,930	198,137,300
Employee Benefits	92,163,020	46,730,680	94,279,060	94,250,770
Other Expenses	65,135,540	32,134,320	66,163,030	67,372,860
Properties	37,730	66,220	167,250	172,800
Debt Service	3,656,480	987,950	3,615,630	3,598,030
Transfers Out	3,497,400	500,000	3,823,340	5,771,800
<b>Total Expenditures/Uses</b>	<b>358,917,560</b>	<b>178,974,360</b>	<b>364,201,240</b>	<b>369,303,560</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>324,970</b>	<b>(4,189,790)</b>	<b>(15,075,190)</b>	<b>(1,510,320)</b>
FY Beginning Balance	22,276,410	22,601,380	18,411,590	3,336,400
FY Ending Balance	22,601,380	18,411,590	3,336,400	1,826,080

<b>Bond Retirement 151</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	28,559,570	15,179,290	31,302,170	30,396,970
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	20,778,950	10,615,100	21,332,150	21,640,060
Revenue from Other Agencies	7,823,150	3,416,220	8,033,720	7,879,650
Charges for Services	0	0	0	0
Miscellaneous	38,474,330	0	35,000,000	35,000,000
Prior Year Cancellations	48,150	0	0	0
Transfers In	39,235,690	696,880	27,482,410	27,082,540
<b>Total Revenues/Resources</b>	<b>134,919,840</b>	<b>29,907,490</b>	<b>123,150,450</b>	<b>121,999,220</b>
<b>Expenditures/Uses</b>				
Personnel Services	177,170	91,580	211,830	241,910
Employee Benefits	79,420	54,260	106,850	123,930
Other Expenses	1,616,920	872,900	2,361,100	2,312,830
Properties	0	0	0	0
Debt Service	85,176,550	30,000,250	110,500,000	90,000,000
Transfers Out	38,107,680	196,880	0	0
<b>Total Expenditures/Uses</b>	<b>125,157,740</b>	<b>31,215,870</b>	<b>113,179,780</b>	<b>92,678,670</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>9,762,100</b>	<b>(1,308,380)</b>	<b>9,970,670</b>	<b>29,320,550</b>
FY Beginning Balance	25,844,850	35,606,950	34,298,570	44,269,240
FY Ending Balance	35,606,950	34,298,570	44,269,240	73,589,790

# Financial Summaries

## Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds



<b>Cable Communications 424</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	2,867,150	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	24,660	0	0	0
Charges for Services	1,050	0	0	0
Miscellaneous	0	0	0	0
Prior Year Cancellations	133,240	225,120	0	0
Transfers In	52,860	0	0	0
<b>Total Revenues/Resources</b>	<b>3,078,960</b>	<b>225,120</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>				
Personnel Services	1,351,750	0	0	0
Employee Benefits	863,090	0	0	0
Other Expenses	952,280	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	2,780	1,440,430	0	0
<b>Total Expenditures/Uses</b>	<b>3,169,900</b>	<b>1,440,430</b>	<b>0</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(90,940)</b>	<b>(1,215,310)</b>	<b>0</b>	<b>0</b>
FY Beginning Balance	1,306,250	1,215,310	0	0
FY Ending Balance	1,215,310	0	0	0

<b>Convention Center 103</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	1,398,110	581,310	1,200,000	1,200,000
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	193,260	106,880	145,680	182,310
Revenue from Other Agencies	0	0	0	0
Charges for Services	5,953,000	3,549,670	6,022,650	5,975,030
Miscellaneous	593,630	324,280	427,310	355,000
Prior Year Cancellations	0	0	0	0
Transfers In	1,210	0	0	0
<b>Total Revenues/Resources</b>	<b>8,139,210</b>	<b>4,562,140</b>	<b>7,795,640</b>	<b>7,712,340</b>
<b>Expenditures/Uses</b>				
Personnel Services	50,010	25,900	59,330	62,300
Employee Benefits	18,570	11,940	27,330	28,690
Other Expenses	7,002,750	4,023,510	7,785,470	7,995,020
Properties	0	0	0	0
Debt Service	72,040	35,580	70,360	68,800
Transfers Out	940,810	570,000	230,000	230,000
<b>Total Expenditures/Uses</b>	<b>8,084,180</b>	<b>4,666,930</b>	<b>8,172,490</b>	<b>8,384,810</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>55,030</b>	<b>(104,790)</b>	<b>(376,850)</b>	<b>(672,470)</b>
FY Beginning Balance	2,188,730	2,243,760	2,138,970	1,762,120
FY Ending Balance	2,243,760	2,138,970	1,762,120	1,089,650



**Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds**

<b>General Aviation 104</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	37,510	15,000	25,000	25,000
Revenue from Other Agencies	0	0	0	0
Charges for Services	2,109,660	1,005,300	2,025,000	2,025,000
Miscellaneous	420	0	0	0
Prior Year Cancellations	64,930	90	0	0
Transfers In	100,610	0	0	0
<b>Total Revenues/Resources</b>	<b>2,313,130</b>	<b>1,020,390</b>	<b>2,050,000</b>	<b>2,050,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	535,920	350,530	697,700	709,200
Employee Benefits	220,190	165,300	340,790	352,170
Other Expenses	636,410	316,750	622,850	639,400
Properties	73,610	55,150	112,000	115,710
Debt Service	72,740	37,560	68,790	64,050
Transfers Out	585,570	0	602,600	629,100
<b>Total Expenditures/Uses</b>	<b>2,124,440</b>	<b>925,290</b>	<b>2,444,730</b>	<b>2,509,630</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>188,690</b>	<b>95,100</b>	<b>(394,730)</b>	<b>(459,630)</b>
FY Beginning Balance	1,976,530	2,165,220	2,260,320	1,865,590
FY Ending Balance	2,165,220	2,260,320	1,865,590	1,405,960

<b>Health Services 395</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	0	0	0	0
Charges for Services	5,717,260	2,591,000	5,402,000	5,642,000
Miscellaneous	0	0	0	0
Prior Year Cancellations	200,250	152,650	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>5,917,510</b>	<b>2,743,650</b>	<b>5,402,000</b>	<b>5,642,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	2,152,870	1,131,010	2,379,580	2,438,800
Employee Benefits	1,015,270	572,470	1,207,900	1,249,020
Other Expenses	2,490,910	940,670	2,143,950	2,200,600
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>5,659,050</b>	<b>2,644,150</b>	<b>5,731,430</b>	<b>5,888,420</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>258,460</b>	<b>99,500</b>	<b>(329,430)</b>	<b>(246,420)</b>
FY Beginning Balance	509,340	767,800	867,300	537,870
FY Ending Balance	767,800	867,300	537,870	291,450

# Financial Summaries

## Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds



<b>Income Tax Transit 759</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	46,105,230	23,177,820	47,745,260	48,707,010
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	92,980	33,150	65,000	65,000
Revenue from Other Agencies	0	0	0	0
Charges for Services	420	0	0	0
Miscellaneous	43,700	0	0	0
Prior Year Cancellations	4,370	0	0	0
Transfers In	3,100	0	0	0
<b>Total Revenues/Resources</b>	<b>46,249,800</b>	<b>23,210,970</b>	<b>47,810,260</b>	<b>48,772,010</b>
<b>Expenditures/Uses</b>				
Personnel Services	25,270	35,710	64,450	67,400
Employee Benefits	11,340	7,380	18,490	20,060
Other Expenses	45,628,870	24,276,090	49,456,720	48,828,850
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	100,000	0	100,000	100,000
<b>Total Expenditures/Uses</b>	<b>45,765,480</b>	<b>24,319,180</b>	<b>49,639,660</b>	<b>49,016,310</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>484,320</b>	<b>(1,108,210)</b>	<b>(1,829,400)</b>	<b>(244,300)</b>
FY Beginning Balance	5,707,280	6,191,600	5,083,390	3,253,990
FY Ending Balance	6,191,600	5,083,390	3,253,990	3,009,690

<b>Income Tax-Infrastructure 302</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	15,368,410	7,725,940	15,915,090	16,235,670
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	12,960	0	0	0
Charges for Services	76,280	0	0	0
Miscellaneous	41,520	0	0	0
Prior Year Cancellations	293,630	9,110	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>15,792,800</b>	<b>7,735,050</b>	<b>15,915,090</b>	<b>16,235,670</b>
<b>Expenditures/Uses</b>				
Personnel Services	6,732,920	4,107,680	8,059,160	8,223,830
Employee Benefits	3,685,120	1,950,770	4,376,990	4,567,760
Other Expenses	3,472,370	2,313,310	4,797,970	4,867,790
Properties	3,190	0	11,640	12,040
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>13,893,600</b>	<b>8,371,760</b>	<b>17,245,760</b>	<b>17,671,420</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,899,200</b>	<b>(636,710)</b>	<b>(1,330,670)</b>	<b>(1,435,750)</b>
FY Beginning Balance	5,078,530	6,977,730	6,341,020	5,010,350
FY Ending Balance	6,977,730	6,341,020	5,010,350	3,574,600

**Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds**

<b>Metropolitan Sewer District 701</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	24,880	40,000	40,000	40,000
Courts & Use of Money & Property	1,604,900	2,150,000	2,150,000	2,150,000
Revenue from Other Agencies	89,780	0	0	0
Charges for Services	244,260,610	260,100,000	269,100,000	279,100,000
Miscellaneous	2,401,180	500,000	500,000	500,000
Prior Year Cancellations	7,894,270	23,670	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>256,275,620</b>	<b>262,813,670</b>	<b>271,790,000</b>	<b>281,790,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	29,883,980	34,182,670	33,651,610	35,434,030
Employee Benefits	15,270,730	18,457,500	17,489,310	19,317,140
Other Expenses	47,287,300	50,952,840	64,704,000	65,643,710
Properties	2,805,370	4,338,250	5,696,680	5,867,580
Debt Service	80,596,480	100,000,000	105,700,000	116,800,000
Transfers Out	62,180,000	90,000,000	60,000,000	60,000,000
<b>Total Expenditures/Uses</b>	<b>238,023,860</b>	<b>297,931,260</b>	<b>287,241,600</b>	<b>303,062,460</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>18,251,760</b>	<b>(35,117,590)</b>	<b>(15,451,600)</b>	<b>(21,272,460)</b>
FY Beginning Balance	57,027,780	75,279,540	40,161,950	24,710,350
FY Ending Balance	75,279,540	40,161,950	24,710,350	3,437,890

<b>Municipal Golf 105</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	16,430	6,000	13,000	13,000
Revenue from Other Agencies	0	0	0	0
Charges for Services	5,996,110	3,040,000	6,387,000	6,387,000
Miscellaneous	41,830	0	0	0
Prior Year Cancellations	250,900	63,900	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>6,305,270</b>	<b>3,109,900</b>	<b>6,400,000</b>	<b>6,400,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	227,470	115,080	278,270	287,350
Employee Benefits	79,690	42,590	121,190	124,100
Other Expenses	5,615,170	3,360,870	6,240,500	5,695,260
Properties	0	0	0	0
Debt Service	371,730	45,000	356,060	350,390
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>6,294,060</b>	<b>3,563,540</b>	<b>6,996,020</b>	<b>6,457,100</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>11,210</b>	<b>(453,640)</b>	<b>(596,020)</b>	<b>(57,100)</b>
FY Beginning Balance	1,348,960	1,360,170	906,530	310,510
FY Ending Balance	1,360,170	906,530	310,510	253,410

# Financial Summaries

## Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds



<b>Municipal Motor Vehicle Lic Tx 306</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	2,518,520	1,242,150	2,535,000	2,535,000
Charges for Services	25,110	0	0	0
Miscellaneous	3,220	0	0	0
Prior Year Cancellations	71,250	0	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>2,618,100</b>	<b>1,242,150</b>	<b>2,535,000</b>	<b>2,535,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	1,097,280	600,900	1,217,720	1,228,810
Employee Benefits	623,350	318,900	723,490	753,280
Other Expenses	544,100	383,440	756,420	794,610
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>2,264,730</b>	<b>1,303,240</b>	<b>2,697,630</b>	<b>2,776,700</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>353,370</b>	<b>(61,090)</b>	<b>(162,630)</b>	<b>(241,700)</b>
FY Beginning Balance	562,830	916,200	855,110	692,480
FY Ending Balance	916,200	855,110	692,480	450,780

<b>Parking Meter 303</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	0	0	0	0
Charges for Services	963,340	0	0	0
Miscellaneous	0	0	0	0
Prior Year Cancellations	88,030	316,880	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>1,051,370</b>	<b>316,880</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>				
Personnel Services	404,150	0	0	0
Employee Benefits	62,940	0	0	0
Other Expenses	684,780	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	0	1,331,230	0	0
<b>Total Expenditures/Uses</b>	<b>1,151,870</b>	<b>1,331,230</b>	<b>0</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(100,500)</b>	<b>(1,014,350)</b>	<b>0</b>	<b>0</b>
FY Beginning Balance	1,114,850	1,014,350	0	0
FY Ending Balance	1,014,350	0	0	0





**Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds**

<b>Parking System Facilities 102</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	175,130	46,000	77,500	77,500
Revenue from Other Agencies	0	0	0	0
Charges for Services	9,989,370	4,480,900	8,961,550	8,961,550
Miscellaneous	1,700	0	0	0
Prior Year Cancellations	459,200	119,830	0	0
Transfers In	246,200	50,000	0	0
<b>Total Revenues/Resources</b>	<b>10,871,600</b>	<b>4,696,730</b>	<b>9,039,050</b>	<b>9,039,050</b>
<b>Expenditures/Uses</b>				
Personnel Services	1,366,620	773,280	1,655,360	1,683,750
Employee Benefits	785,410	452,790	948,340	982,780
Other Expenses	4,282,900	2,091,990	4,576,790	4,704,640
Properties	0	0	0	0
Debt Service	374,720	236,020	1,235,530	1,996,830
Transfers Out	9,857,850	2,424,000	100,000	100,000
<b>Total Expenditures/Uses</b>	<b>16,667,500</b>	<b>5,978,080</b>	<b>8,516,020</b>	<b>9,468,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(5,795,900)</b>	<b>(1,281,350)</b>	<b>523,030</b>	<b>(428,950)</b>
FY Beginning Balance	13,159,390	7,363,490	6,082,140	6,605,170
FY Ending Balance	7,363,490	6,082,140	6,605,170	6,176,220

<b>Recreation Special Activities 323</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	90,960	27,500	99,500	99,500
Revenue from Other Agencies	74,520	30,000	70,000	70,000
Charges for Services	3,207,020	1,892,500	3,164,500	3,164,500
Miscellaneous	540	500	1,000	1,000
Prior Year Cancellations	17,970	7,360	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>3,391,010</b>	<b>1,957,860</b>	<b>3,335,000</b>	<b>3,335,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	2,032,740	1,173,000	2,341,040	2,394,640
Employee Benefits	236,860	122,210	255,490	241,830
Other Expenses	878,240	597,160	1,217,150	1,247,750
Properties	0	5,960	12,720	13,160
Debt Service	0	0	0	0
Transfers Out	0	500,000	500,000	0
<b>Total Expenditures/Uses</b>	<b>3,147,840</b>	<b>2,398,330</b>	<b>4,326,400</b>	<b>3,897,380</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>243,170</b>	<b>(440,470)</b>	<b>(991,400)</b>	<b>(562,380)</b>
FY Beginning Balance	1,974,990	2,218,160	1,777,690	786,290
FY Ending Balance	2,218,160	1,777,690	786,290	223,910

# Financial Summaries

## Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds



<b>Sawyer Point 318</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	25,460	13,990	23,980	23,380
Revenue from Other Agencies	0	0	0	0
Charges for Services	960,650	344,600	700,630	701,620
Miscellaneous	0	0	0	0
Prior Year Cancellations	21,190	900	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>1,007,300</b>	<b>359,490</b>	<b>724,610</b>	<b>725,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	107,390	86,870	442,930	447,000
Employee Benefits	34,580	25,970	175,100	175,600
Other Expenses	341,010	286,450	499,080	497,550
Properties	0	0	0	0
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>482,980</b>	<b>399,290</b>	<b>1,117,110</b>	<b>1,120,150</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>524,320</b>	<b>(39,800)</b>	<b>(392,500)</b>	<b>(395,150)</b>
FY Beginning Balance	1,021,710	1,546,030	1,506,230	1,113,730
FY Ending Balance	1,546,030	1,506,230	1,113,730	718,580

<b>Stormwater Management 107</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	106,520	53,500	107,000	107,000
Revenue from Other Agencies	0	0	0	0
Charges for Services	9,449,330	4,700,000	9,400,000	9,400,000
Miscellaneous	36,050	0	0	0
Prior Year Cancellations	149,530	41,910	0	0
Transfers In	921,910	0	0	0
<b>Total Revenues/Resources</b>	<b>10,663,340</b>	<b>4,795,410</b>	<b>9,507,000</b>	<b>9,507,000</b>
<b>Expenditures/Uses</b>				
Personnel Services	1,718,500	869,150	1,810,300	1,820,770
Employee Benefits	373,620	495,870	1,038,250	1,037,250
Other Expenses	5,218,170	3,157,630	6,402,660	6,542,140
Properties	370,840	37,500	87,050	82,000
Debt Service	742,090	364,750	719,690	700,490
Transfers Out	1,898,500	0	861,000	900,000
<b>Total Expenditures/Uses</b>	<b>10,321,720</b>	<b>4,924,900</b>	<b>10,918,950</b>	<b>11,082,650</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>341,620</b>	<b>(129,490)</b>	<b>(1,411,950)</b>	<b>(1,575,650)</b>
FY Beginning Balance	3,919,570	4,261,190	4,131,700	2,719,750
FY Ending Balance	4,261,190	4,131,700	2,719,750	1,144,100



**Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds**

<b>Street Const Maint &amp; Repair 301</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	0	0	0	0
Revenue from Other Agencies	9,265,680	4,522,720	9,336,770	9,448,480
Charges for Services	53,740	0	0	0
Miscellaneous	4,540	0	0	0
Prior Year Cancellations	146,400	50	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>9,470,360</b>	<b>4,522,770</b>	<b>9,336,770</b>	<b>9,448,480</b>
<b>Expenditures/Uses</b>				
Personnel Services	4,742,140	2,725,470	4,504,730	4,597,790
Employee Benefits	2,620,240	1,397,710	2,698,040	2,815,530
Other Expenses	1,982,860	1,278,700	2,595,540	2,688,320
Properties	14,500	5,260	17,800	18,390
Debt Service	0	0	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>9,359,740</b>	<b>5,407,140</b>	<b>9,816,110</b>	<b>10,120,030</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>110,620</b>	<b>(884,370)</b>	<b>(479,340)</b>	<b>(671,550)</b>
FY Beginning Balance	2,518,200	2,628,820	1,744,450	1,265,110
FY Ending Balance	2,628,820	1,744,450	1,265,110	593,560

<b>Water Works 101</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	0	0	0	0
Licenses & Permits	0	0	0	0
Courts & Use of Money & Property	937,990	701,960	1,544,860	1,549,080
Revenue from Other Agencies	479,070	263,320	572,430	568,430
Charges for Services	131,824,320	65,454,580	146,647,840	148,684,580
Miscellaneous	402,230	172,810	375,660	370,260
Prior Year Cancellations	1,816,900	469,690	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>135,460,510</b>	<b>67,062,360</b>	<b>149,140,790</b>	<b>151,172,350</b>
<b>Expenditures/Uses</b>				
Personnel Services	27,503,830	15,735,670	31,688,200	32,254,160
Employee Benefits	13,674,750	7,562,620	16,037,580	16,750,170
Other Expenses	34,523,850	17,113,280	39,663,860	41,715,270
Properties	1,033,400	445,430	1,001,150	1,034,280
Debt Service	42,456,290	21,698,090	48,180,320	49,783,650
Transfers Out	13,078,000	11,685,000	12,651,000	14,963,000
<b>Total Expenditures/Uses</b>	<b>132,270,120</b>	<b>74,240,090</b>	<b>149,222,110</b>	<b>156,500,530</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>3,190,390</b>	<b>(7,177,730)</b>	<b>(81,320)</b>	<b>(5,328,180)</b>
FY Beginning Balance	57,089,730	60,280,120	53,102,390	53,021,070
FY Ending Balance	60,280,120	53,102,390	53,021,070	47,692,890

# Financial Summaries

## Consolidated Schedule of Revenues/Sources and Expenditures/Uses: All Funds



<b>Other Restricted Funds OTH</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	11,135,010	4,843,310	9,748,000	9,559,820
Licenses & Permits	1,202,590	52,300	92,600	92,600
Courts & Use of Money & Property	1,672,410	1,018,570	2,136,080	2,221,040
Revenue from Other Agencies	31,391,680	3,542,850	7,659,890	6,372,000
Charges for Services	11,448,250	3,259,990	17,874,350	17,680,710
Miscellaneous	3,773,390	160,990	186,990	52,000
Prior Year Cancellations	0	0	0	0
Transfers In	0	0	0	0
<b>Total Revenues/Resources</b>	<b>60,623,330</b>	<b>12,878,010</b>	<b>37,697,910</b>	<b>35,978,170</b>
<b>Expenditures/Uses</b>				
Personnel Services	12,026,200	6,231,270	13,195,790	13,297,600
Employee Benefits	4,380,850	3,051,790	6,467,010	6,423,010
Other Expenses	31,848,580	7,460,060	13,633,250	13,036,930
Properties	12,689,760	18,000	66,000	36,000
Debt Service	8,513,370	134,990	0	0
Transfers Out	0	0	0	0
<b>Total Expenditures/Uses</b>	<b>69,458,760</b>	<b>16,896,110</b>	<b>33,362,050</b>	<b>32,793,540</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(8,835,430)</b>	<b>(4,018,100)</b>	<b>4,335,860</b>	<b>3,184,630</b>
FY Beginning Balance	45,347,170	36,511,740	32,493,640	36,829,500
FY Ending Balance	36,511,740	32,493,640	36,829,500	40,014,130

<b>Total Funds TOT</b>	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>				
Taxes	368,016,120	187,521,180	381,379,720	390,244,640
Licenses & Permits	10,695,110	4,152,450	10,030,060	10,137,560
Courts & Use of Money & Property	33,545,830	18,502,790	34,736,660	35,319,790
Revenue from Other Agencies	93,740,440	28,191,360	56,350,210	53,648,210
Charges for Services	452,594,940	359,243,140	498,898,940	511,485,650
Miscellaneous	48,571,170	1,533,580	40,007,680	39,268,770
Prior Year Cancellations	12,541,340	5,252,350	1,801,890	12,947,360
Transfers In	53,686,660	3,547,740	27,550,440	27,082,540
<b>Total Revenues/Resources</b>	<b>1,073,391,590</b>	<b>607,944,610</b>	<b>1,050,755,620</b>	<b>1,080,134,530</b>
<b>Expenditures/Uses</b>				
Personnel Services	286,563,630	166,790,970	298,410,930	303,326,640
Employee Benefits	136,199,030	81,420,700	146,311,210	149,213,090
Other Expenses	260,143,010	151,559,940	273,620,340	276,783,530
Properties	17,028,390	4,971,760	7,172,290	7,351,960
Debt Service	222,032,490	153,540,190	270,446,380	263,362,240
Transfers Out	130,248,590	108,647,540	78,867,940	82,693,900
<b>Total Expenditures/Uses</b>	<b>1,052,215,140</b>	<b>666,931,100</b>	<b>1,074,829,090</b>	<b>1,082,731,360</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>21,176,470</b>	<b>(58,986,510)</b>	<b>(24,073,490)</b>	<b>(2,596,840)</b>
FY Beginning Balance	249,973,100	271,149,570	212,163,060	188,089,570
FY Ending Balance	271,149,570	212,163,060	188,089,570	185,492,730



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# Financial Summaries

## Bond Retirement



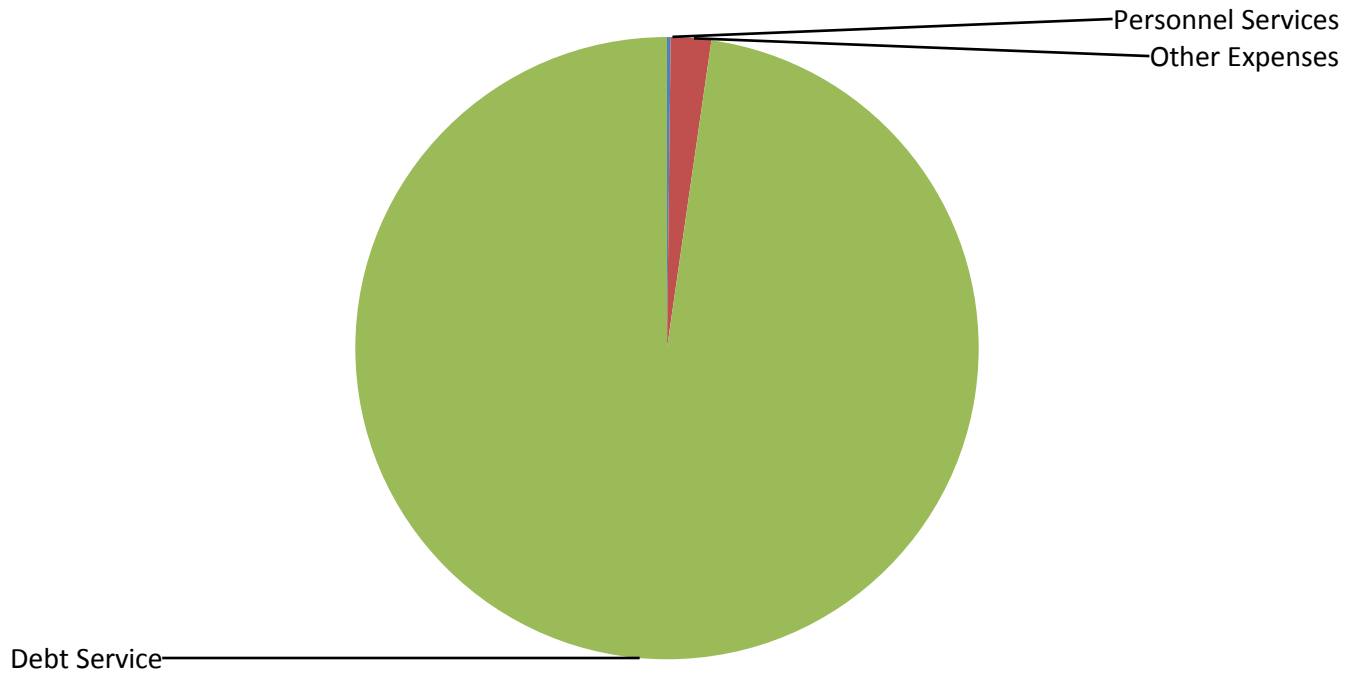
### Bond Retirement

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).

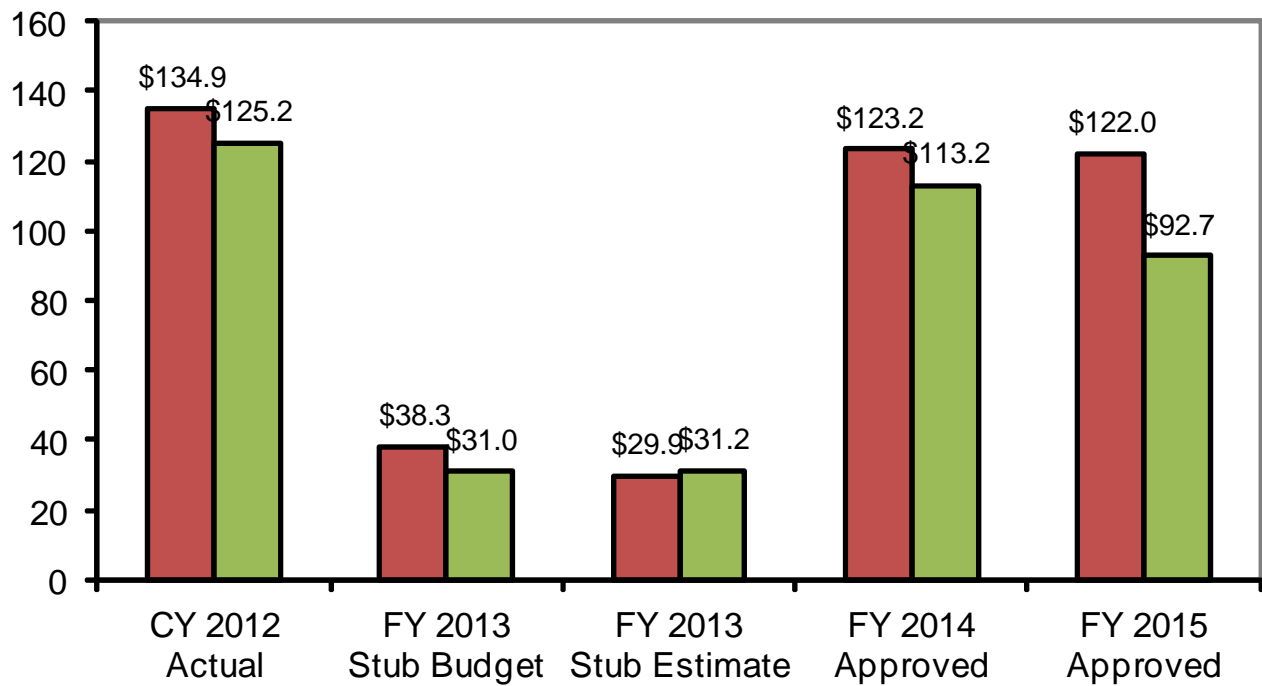
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	28,559,570	15,179,290	15,179,290	31,302,170	16,122,880	30,396,970
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	20,778,950	10,615,100	10,615,100	21,332,150	10,717,050	21,640,060
Revenue from Other Agencies	7,823,150	3,416,220	3,416,220	8,033,720	4,617,500	7,879,650
Charges for Services	0	0	0	0	0	0
Miscellaneous	38,474,330	0	0	35,000,000	35,000,000	35,000,000
<b>Revenue Subtotal</b>	<b>95,636,000</b>	<b>29,210,610</b>	<b>29,210,610</b>	<b>95,668,040</b>	<b>66,457,430</b>	<b>94,916,680</b>
Prior Year Cancellations	48,150	0	0	0	0	0
Transfers In	39,235,690	9,087,900	696,880	27,482,410	18,394,510	27,082,540
<b>Subtotal</b>	<b>39,283,840</b>	<b>9,087,900</b>	<b>696,880</b>	<b>27,482,410</b>	<b>18,394,510</b>	<b>27,082,540</b>
<b>Total Revenues/Resources</b>	<b>134,919,840</b>	<b>38,298,510</b>	<b>29,907,490</b>	<b>123,150,450</b>	<b>84,851,940</b>	<b>121,999,220</b>
<b>Expenditures/Uses</b>						
Personnel Services	177,170	91,580	91,580	211,830	120,250	241,910
Employee Benefits	79,420	54,260	54,260	106,850	52,590	123,930
Other Expenses	1,616,920	872,900	872,900	2,361,100	1,488,210	2,312,830
Properties	0	0	0	0	0	0
Debt Service	85,176,550	30,000,250	30,000,250	110,500,000	80,499,750	90,000,000
<b>Expenditures Subtotal</b>	<b>87,050,060</b>	<b>31,018,990</b>	<b>31,018,990</b>	<b>113,179,780</b>	<b>82,160,800</b>	<b>92,678,670</b>
Transfers Out	38,107,680	0	196,880	0	0	0
<b>Subtotal</b>	<b>38,107,680</b>	<b>0</b>	<b>196,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>125,157,740</b>	<b>31,018,990</b>	<b>31,215,870</b>	<b>113,179,780</b>	<b>82,160,800</b>	<b>92,678,670</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>9,762,100</b>	<b>7,279,520</b>	<b>(1,308,380)</b>	<b>9,970,670</b>	<b>2,691,140</b>	<b>29,320,550</b>
<b>FY Beginning Balance</b>	<b>25,844,850</b>	<b>17,882,780</b>	<b>35,606,950</b>	<b>34,298,570</b>	<b>16,415,790</b>	<b>44,269,240</b>
<b>FY Ending Balance</b>	<b>35,606,950</b>	<b>25,162,300</b>	<b>34,298,570</b>	<b>44,269,240</b>	<b>19,106,940</b>	<b>73,589,790</b>
Ending Fund Balance as a % of Revenue	37.23	86.14	117.42	46.27	(39.87)	77.53



### 2014 Bond Retirement Fund 151 Budget



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



# Financial Summaries

## Cable Communications



### Cable Communications

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

	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	2,867,150	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	24,660	0	0	0	0	0
Charges for Services	1,050	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,892,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prior Year Cancellations	133,240	0	225,120	0	0	0
Transfers In	52,860	0	0	0	0	0
<b>Subtotal</b>	<b>186,100</b>	<b>0</b>	<b>225,120</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>3,078,960</b>	<b>0</b>	<b>225,120</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,351,750	0	0	0	0	0
Employee Benefits	863,090	0	0	0	0	0
Other Expenses	952,280	0	0	0	0	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>3,167,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers Out	2,780	743,210	1,440,430	0	(743,210)	0
<b>Subtotal</b>	<b>2,780</b>	<b>743,210</b>	<b>1,440,430</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>3,169,900</b>	<b>743,210</b>	<b>1,440,430</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(90,940)</b>	<b>(743,210)</b>	<b>(1,215,310)</b>	<b>0</b>	<b>743,210</b>	<b>0</b>
<b>FY Beginning Balance</b>	<b>1,306,250</b>	<b>743,210</b>	<b>1,215,310</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>FY Ending Balance</b>	<b>1,215,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance as a % of Revenue	42.01	0.00	0.00	0.00	0.00	0.00

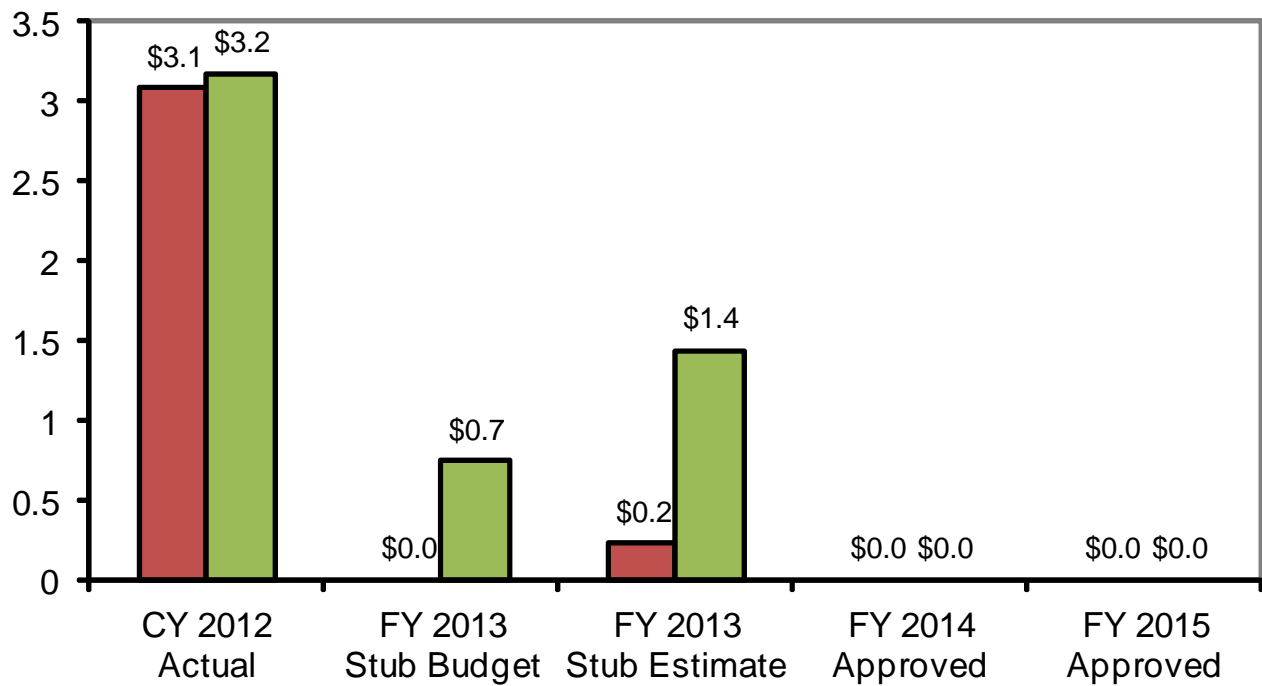




**2014 Cable Communications Fund 424 Budget**

**This Fund was eliminated in FY 2013**

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



# Financial Summaries

## Convention Center



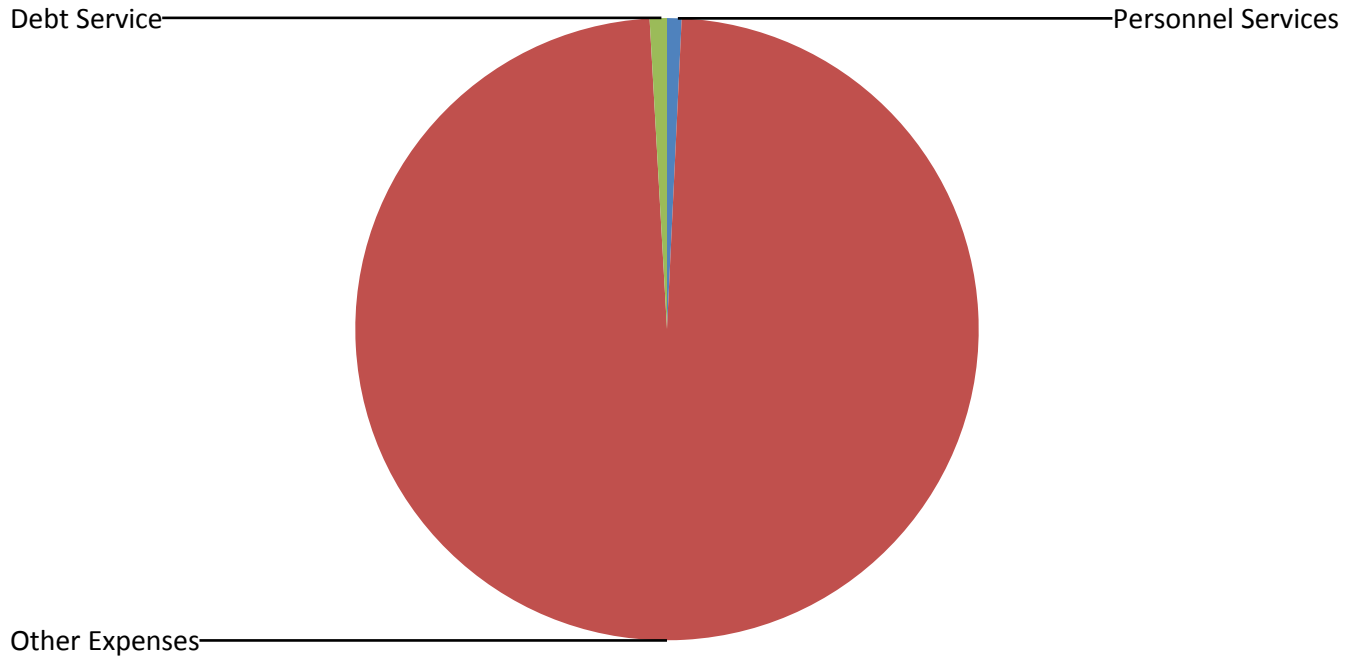
### Convention Center

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.

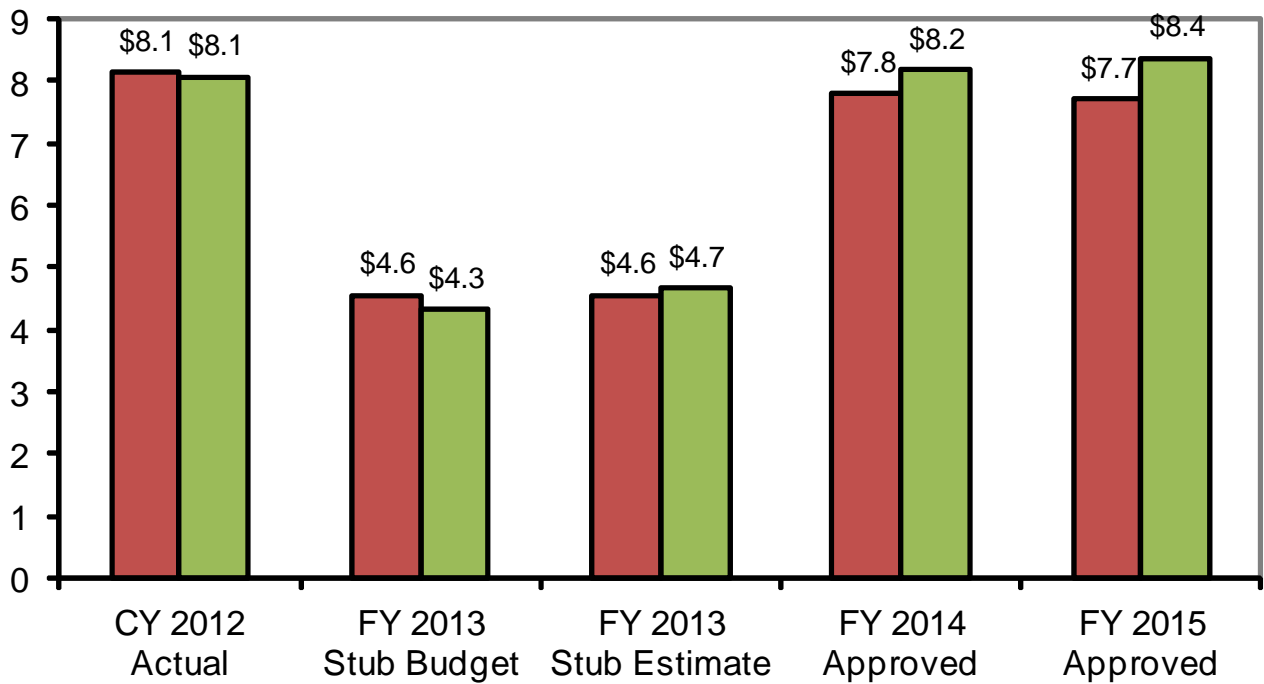
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	1,398,110	581,310	581,310	1,200,000	618,690	1,200,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	193,260	106,880	106,880	145,680	38,800	182,310
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,953,000	3,549,670	3,549,670	6,022,650	2,472,980	5,975,030
Miscellaneous	593,630	324,280	324,280	427,310	103,030	355,000
<b>Revenue Subtotal</b>	<b>8,138,000</b>	<b>4,562,140</b>	<b>4,562,140</b>	<b>7,795,640</b>	<b>3,233,500</b>	<b>7,712,340</b>
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	1,210	0	0	0	0	0
<b>Subtotal</b>	<b>1,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>8,139,210</b>	<b>4,562,140</b>	<b>4,562,140</b>	<b>7,795,640</b>	<b>3,233,500</b>	<b>7,712,340</b>
<b>Expenditures/Uses</b>						
Personnel Services	50,010	25,900	25,900	59,330	33,430	62,300
Employee Benefits	18,570	11,940	11,940	27,330	15,400	28,690
Other Expenses	7,002,750	4,023,510	4,023,510	7,785,470	3,761,960	7,995,020
Properties	0	0	0	0	0	0
Debt Service	72,040	35,580	35,580	70,360	34,790	68,800
<b>Expenditures Subtotal</b>	<b>7,143,370</b>	<b>4,096,930</b>	<b>4,096,930</b>	<b>7,942,490</b>	<b>3,845,580</b>	<b>8,154,810</b>
Transfers Out	940,810	230,000	570,000	230,000	0	230,000
<b>Subtotal</b>	<b>940,810</b>	<b>230,000</b>	<b>570,000</b>	<b>230,000</b>	<b>0</b>	<b>230,000</b>
<b>Total Expenditures/Uses</b>	<b>8,084,180</b>	<b>4,326,930</b>	<b>4,666,930</b>	<b>8,172,490</b>	<b>3,845,580</b>	<b>8,384,810</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>55,030</b>	<b>235,210</b>	<b>(104,790)</b>	<b>(376,850)</b>	<b>(612,080)</b>	<b>(672,470)</b>
<b>FY Beginning Balance</b>	<b>2,188,730</b>	<b>1,065,280</b>	<b>2,243,760</b>	<b>2,138,970</b>	<b>1,073,690</b>	<b>1,762,120</b>
<b>FY Ending Balance</b>	<b>2,243,760</b>	<b>1,300,490</b>	<b>2,138,970</b>	<b>1,762,120</b>	<b>461,630</b>	<b>1,089,650</b>
Ending Fund Balance as a % of Revenue	27.57	28.51	46.89	22.60	(5.90)	14.13



### 2014 Convention Center Fund 103 Budget



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



# Financial Summaries

## General Aviation



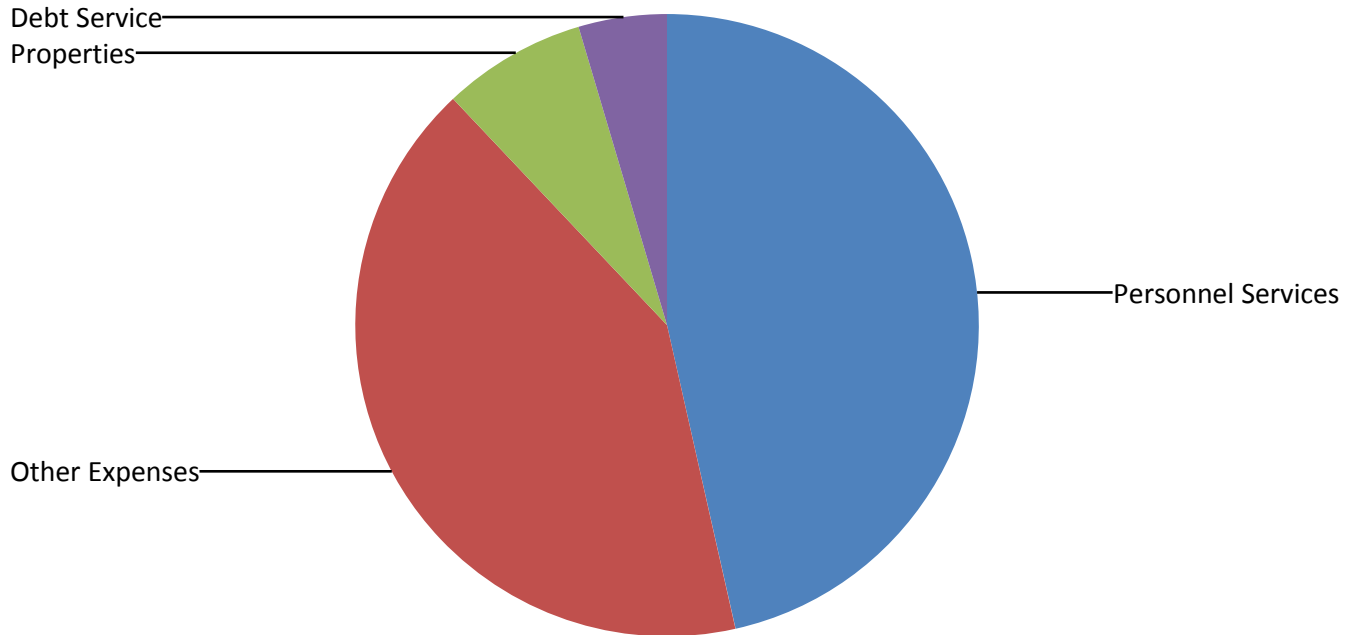
### General Aviation

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.

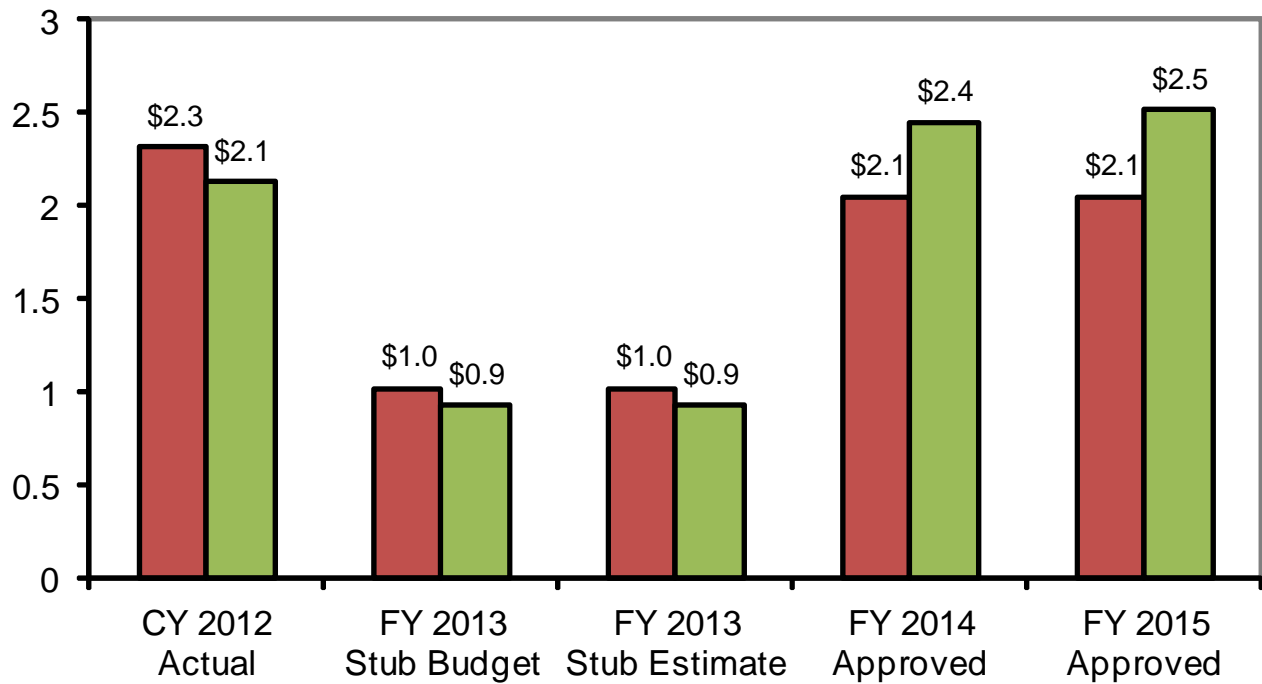
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	37,510	15,000	15,000	25,000	10,000	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,109,660	1,005,300	1,005,300	2,025,000	1,019,700	2,025,000
Miscellaneous	420	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,147,590</b>	<b>1,020,300</b>	<b>1,020,300</b>	<b>2,050,000</b>	<b>1,029,700</b>	<b>2,050,000</b>
Prior Year Cancellations	64,930	0	90	0	0	0
Transfers In	100,610	0	0	0	0	0
<b>Subtotal</b>	<b>165,540</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,313,130</b>	<b>1,020,300</b>	<b>1,020,390</b>	<b>2,050,000</b>	<b>1,029,700</b>	<b>2,050,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	535,920	350,530	350,530	697,700	347,170	709,200
Employee Benefits	220,190	165,300	165,300	340,790	175,490	352,170
Other Expenses	636,410	316,750	316,750	622,850	306,110	639,400
Properties	73,610	55,150	55,150	112,000	56,860	115,710
Debt Service	72,740	37,560	37,560	68,790	31,230	64,050
<b>Expenditures Subtotal</b>	<b>1,538,870</b>	<b>925,290</b>	<b>925,290</b>	<b>1,842,130</b>	<b>916,860</b>	<b>1,880,530</b>
Transfers Out	585,570	0	0	602,600	602,600	629,100
<b>Subtotal</b>	<b>585,570</b>	<b>0</b>	<b>0</b>	<b>602,600</b>	<b>602,600</b>	<b>629,100</b>
<b>Total Expenditures/Uses</b>	<b>2,124,440</b>	<b>925,290</b>	<b>925,290</b>	<b>2,444,730</b>	<b>1,519,460</b>	<b>2,509,630</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>188,690</b>	<b>95,010</b>	<b>95,100</b>	<b>(394,730)</b>	<b>(489,760)</b>	<b>(459,630)</b>
<b>FY Beginning Balance</b>	<b>1,976,530</b>	<b>1,743,880</b>	<b>2,165,220</b>	<b>2,260,320</b>	<b>516,440</b>	<b>1,865,590</b>
<b>FY Ending Balance</b>	<b>2,165,220</b>	<b>1,838,890</b>	<b>2,260,320</b>	<b>1,865,590</b>	<b>26,700</b>	<b>1,405,960</b>
Ending Fund Balance as a % of Revenue	100.82	180.23	221.53	91.00	(89.23)	68.58



### 2014 General Aviation Fund 104 Budget



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



# Financial Summaries

## Health Services



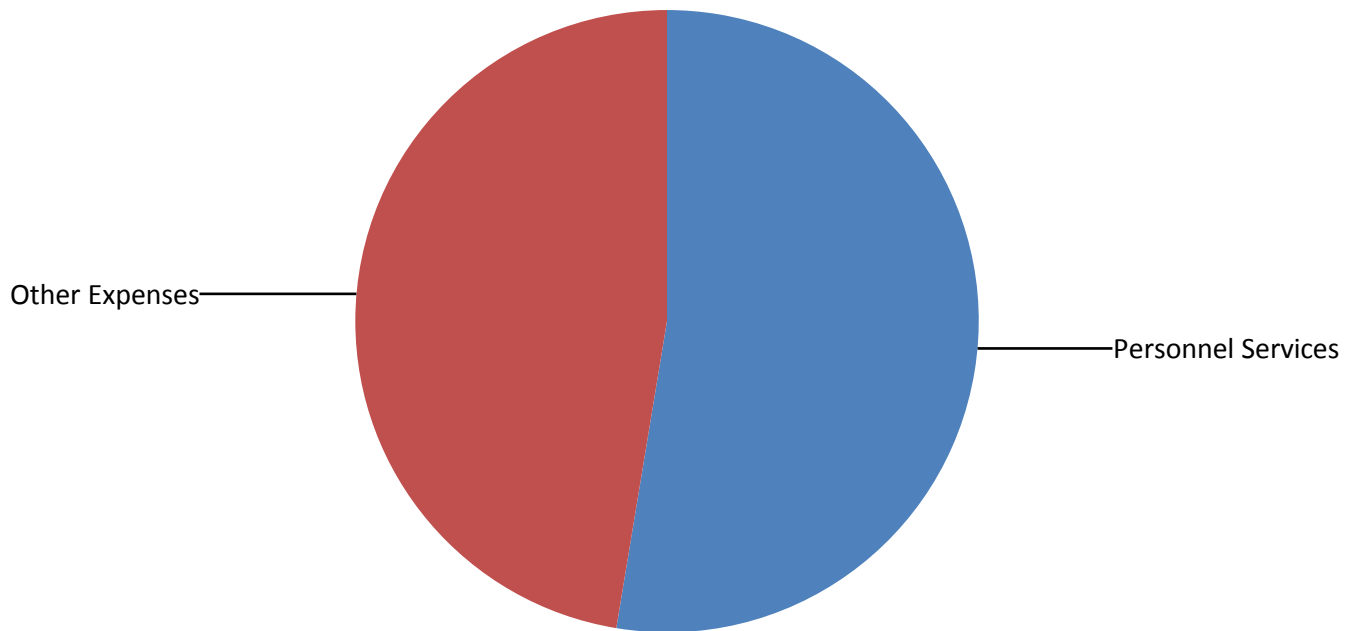
### Health Services

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.

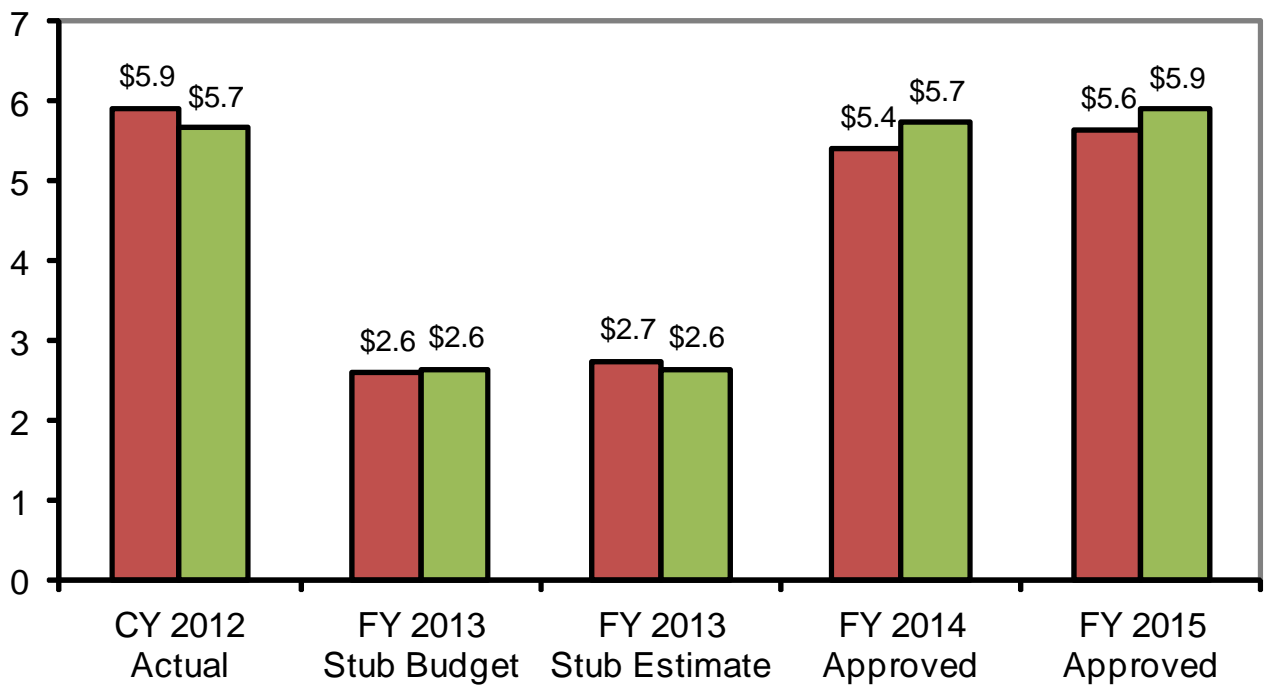
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,717,260	2,591,000	2,591,000	5,402,000	2,811,000	5,642,000
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>5,717,260</b>	<b>2,591,000</b>	<b>2,591,000</b>	<b>5,402,000</b>	<b>2,811,000</b>	<b>5,642,000</b>
Prior Year Cancellations	200,250	0	152,650	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>200,250</b>	<b>0</b>	<b>152,650</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>5,917,510</b>	<b>2,591,000</b>	<b>2,743,650</b>	<b>5,402,000</b>	<b>2,811,000</b>	<b>5,642,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	2,152,870	1,131,010	1,131,010	2,379,580	1,248,570	2,438,800
Employee Benefits	1,015,270	572,470	572,470	1,207,900	635,430	1,249,020
Other Expenses	2,490,910	940,670	940,670	2,143,950	1,203,290	2,200,600
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>5,659,050</b>	<b>2,644,150</b>	<b>2,644,150</b>	<b>5,731,430</b>	<b>3,087,290</b>	<b>5,888,420</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>5,659,050</b>	<b>2,644,150</b>	<b>2,644,150</b>	<b>5,731,430</b>	<b>3,087,290</b>	<b>5,888,420</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>258,460</b>	<b>(53,150)</b>	<b>99,500</b>	<b>(329,430)</b>	<b>(276,290)</b>	<b>(246,420)</b>
<b>FY Beginning Balance</b>	<b>509,340</b>	<b>349,010</b>	<b>767,800</b>	<b>867,300</b>	<b>518,290</b>	<b>537,870</b>
<b>FY Ending Balance</b>	<b>767,800</b>	<b>295,860</b>	<b>867,300</b>	<b>537,870</b>	<b>242,010</b>	<b>291,450</b>
Ending Fund Balance as a % of Revenue	13.43	11.42	33.47	9.96	(1.46)	5.17



**2014 Health Services Fund 395 Budget**



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



## Financial Summaries

### Income Tax Transit



### Income Tax Transit

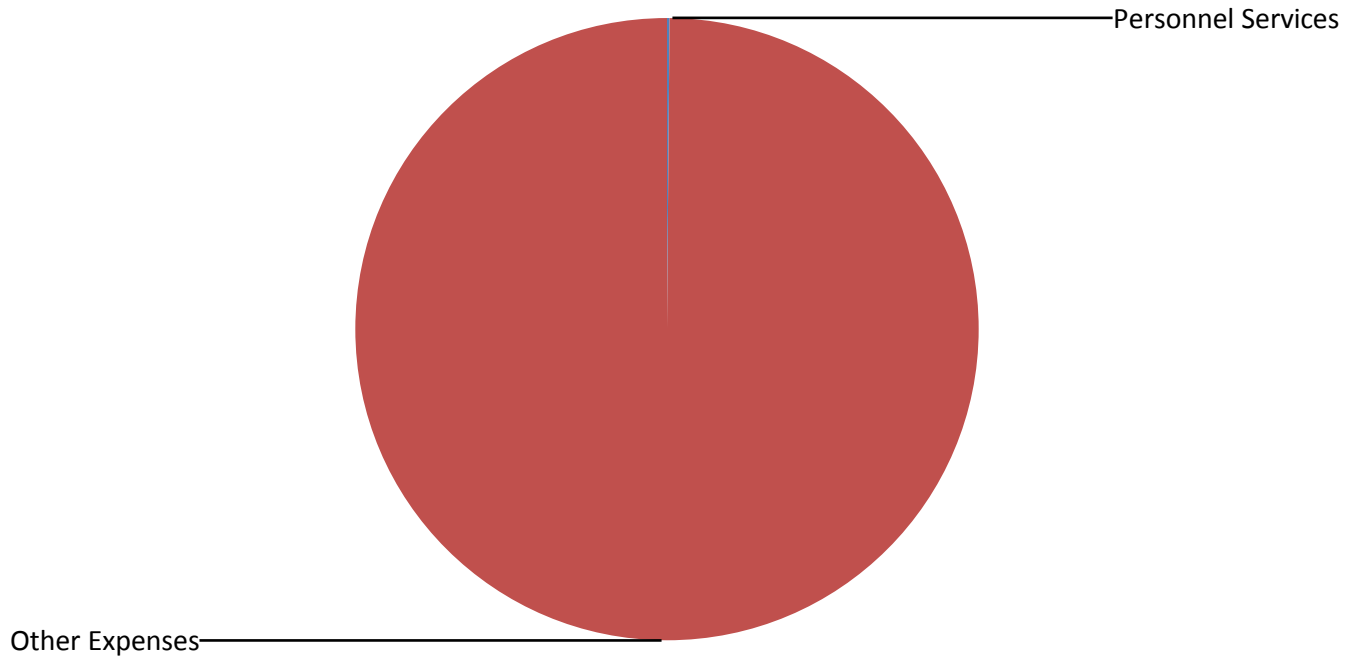
This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system.

	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	46,105,230	22,713,540	23,177,820	47,745,260	25,031,730	48,707,010
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	92,980	33,150	33,150	65,000	31,850	65,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	420	0	0	0	0	0
Miscellaneous	43,700	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>46,242,330</b>	<b>22,746,690</b>	<b>23,210,970</b>	<b>47,810,260</b>	<b>25,063,580</b>	<b>48,772,010</b>
Prior Year Cancellations	4,370	0	0	0	0	0
Transfers In	3,100	0	0	0	0	0
<b>Subtotal</b>	<b>7,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>46,249,800</b>	<b>22,746,690</b>	<b>23,210,970</b>	<b>47,810,260</b>	<b>25,063,580</b>	<b>48,772,010</b>
<b>Expenditures/Uses</b>						
Personnel Services	25,270	35,710	35,710	64,450	28,740	67,400
Employee Benefits	11,340	7,380	7,380	18,490	11,110	20,060
Other Expenses	45,628,870	28,271,880	24,276,090	49,456,720	21,184,840	48,828,850
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>45,665,480</b>	<b>28,314,970</b>	<b>24,319,180</b>	<b>49,539,660</b>	<b>21,224,690</b>	<b>48,916,310</b>
Transfers Out	100,000	0	0	100,000	100,000	100,000
<b>Subtotal</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Expenditures/Uses</b>	<b>45,765,480</b>	<b>28,314,970</b>	<b>24,319,180</b>	<b>49,639,660</b>	<b>21,324,690</b>	<b>49,016,310</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>484,320</b>	<b>(5,568,280)</b>	<b>(1,108,210)</b>	<b>(1,829,400)</b>	<b>3,738,890</b>	<b>(244,300)</b>
<b>FY Beginning Balance</b>	<b>5,707,280</b>	<b>6,268,380</b>	<b>6,191,600</b>	<b>5,083,390</b>	<b>(1,184,990)</b>	<b>3,253,990</b>
<b>FY Ending Balance</b>	<b>6,191,600</b>	<b>700,100</b>	<b>5,083,390</b>	<b>3,253,990</b>	<b>2,553,890</b>	<b>3,009,690</b>
Ending Fund Balance as a % of Revenue	13.39	3.08	21.90	6.81	3.73	6.17

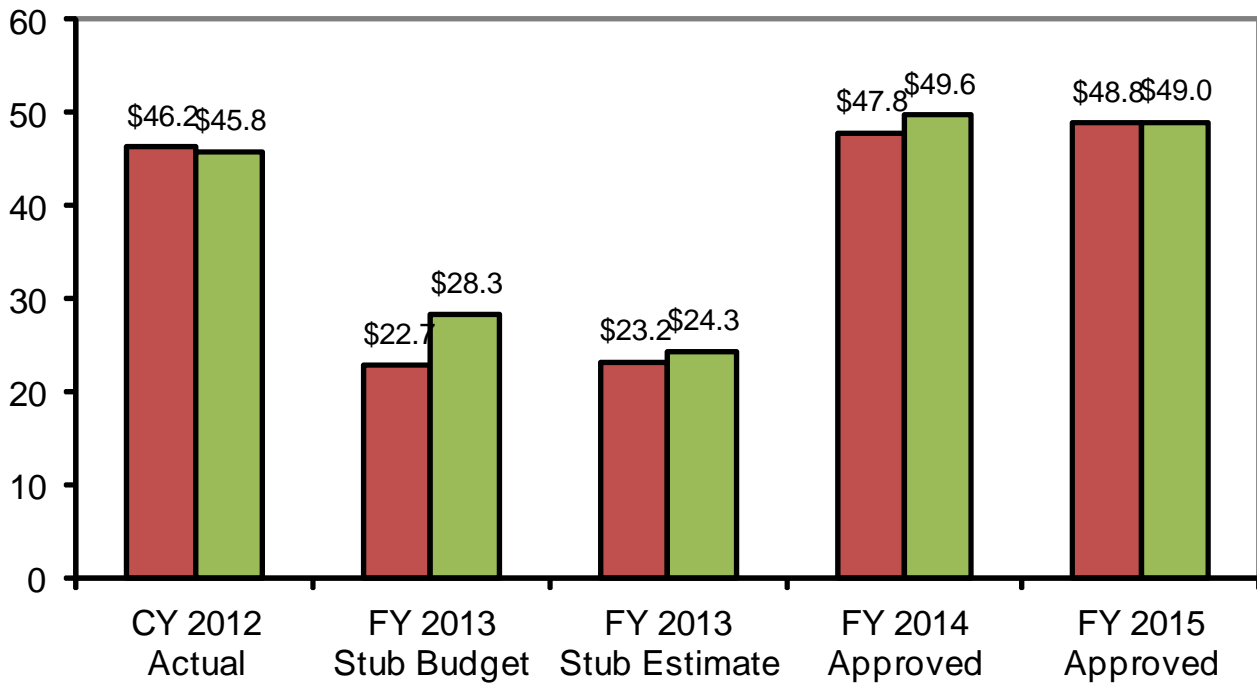




### 2014 Income Tax Transit Fund 759 Budget



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



## Financial Summaries

### Income Tax-Infrastructure



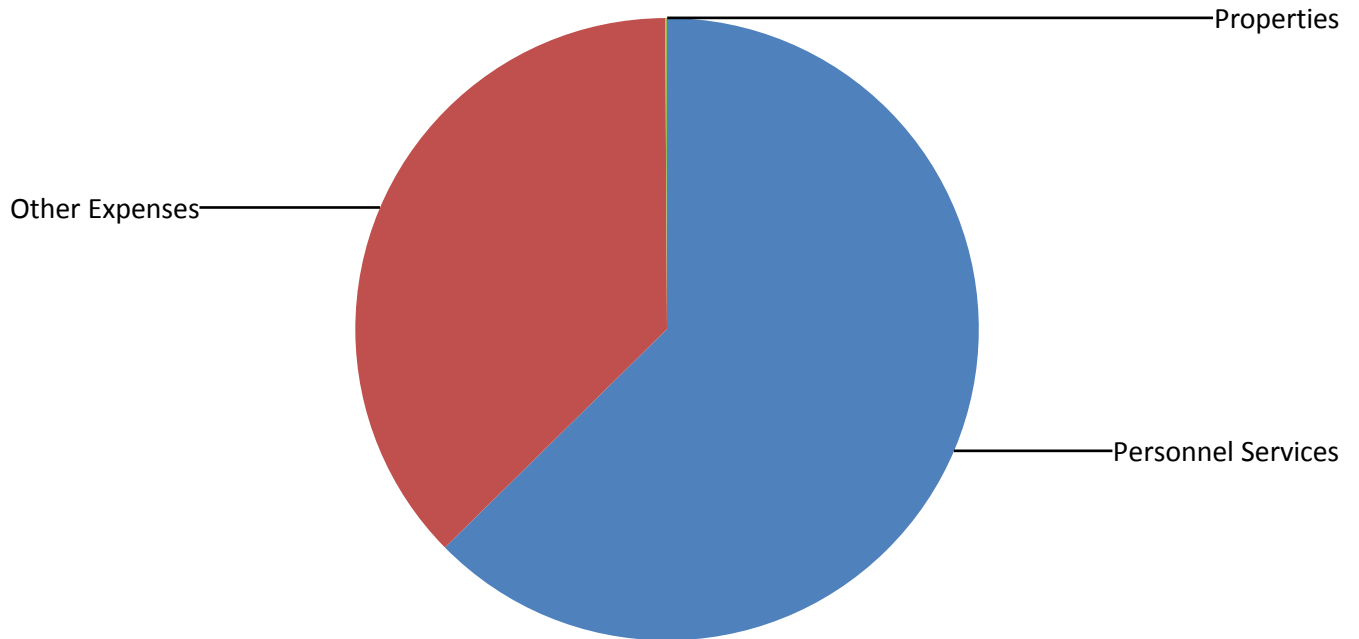
### Income Tax-Infrastructure

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

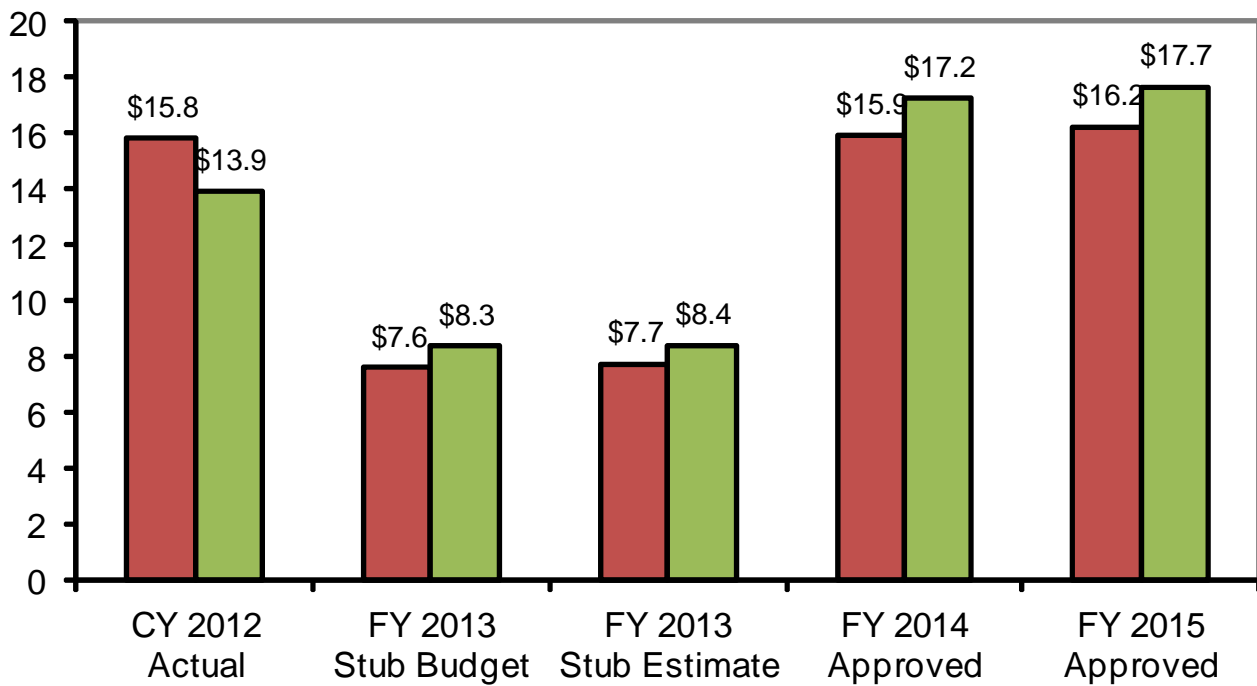
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	15,368,410	7,571,180	7,725,940	15,915,090	8,343,910	16,235,670
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	12,960	0	0	0	0	0
Charges for Services	76,280	0	0	0	0	0
Miscellaneous	41,520	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>15,499,170</b>	<b>7,571,180</b>	<b>7,725,940</b>	<b>15,915,090</b>	<b>8,343,910</b>	<b>16,235,670</b>
Prior Year Cancellations	293,630	0	9,110	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>293,630</b>	<b>0</b>	<b>9,110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>15,792,800</b>	<b>7,571,180</b>	<b>7,735,050</b>	<b>15,915,090</b>	<b>8,343,910</b>	<b>16,235,670</b>
<b>Expenditures/Uses</b>						
Personnel Services	6,732,920	4,107,680	4,107,680	8,059,160	3,951,480	8,223,830
Employee Benefits	3,685,120	1,950,770	1,950,770	4,376,990	2,426,220	4,567,760
Other Expenses	3,472,370	2,283,360	2,313,310	4,797,970	2,514,610	4,867,790
Properties	3,190	0	0	11,640	11,640	12,040
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>13,893,600</b>	<b>8,341,810</b>	<b>8,371,760</b>	<b>17,245,760</b>	<b>8,903,950</b>	<b>17,671,420</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>13,893,600</b>	<b>8,341,810</b>	<b>8,371,760</b>	<b>17,245,760</b>	<b>8,903,950</b>	<b>17,671,420</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,899,200</b>	<b>(770,630)</b>	<b>(636,710)</b>	<b>(1,330,670)</b>	<b>(560,040)</b>	<b>(1,435,750)</b>
<b>FY Beginning Balance</b>	<b>5,078,530</b>	<b>5,329,260</b>	<b>6,977,730</b>	<b>6,341,020</b>	<b>1,011,760</b>	<b>5,010,350</b>
<b>FY Ending Balance</b>	<b>6,977,730</b>	<b>4,558,630</b>	<b>6,341,020</b>	<b>5,010,350</b>	<b>451,720</b>	<b>3,574,600</b>
Ending Fund Balance as a % of Revenue	45.02	60.21	82.07	31.48	(28.73)	22.02



**2014 Income Tax-Infrastructure Fund 302 Budget**



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





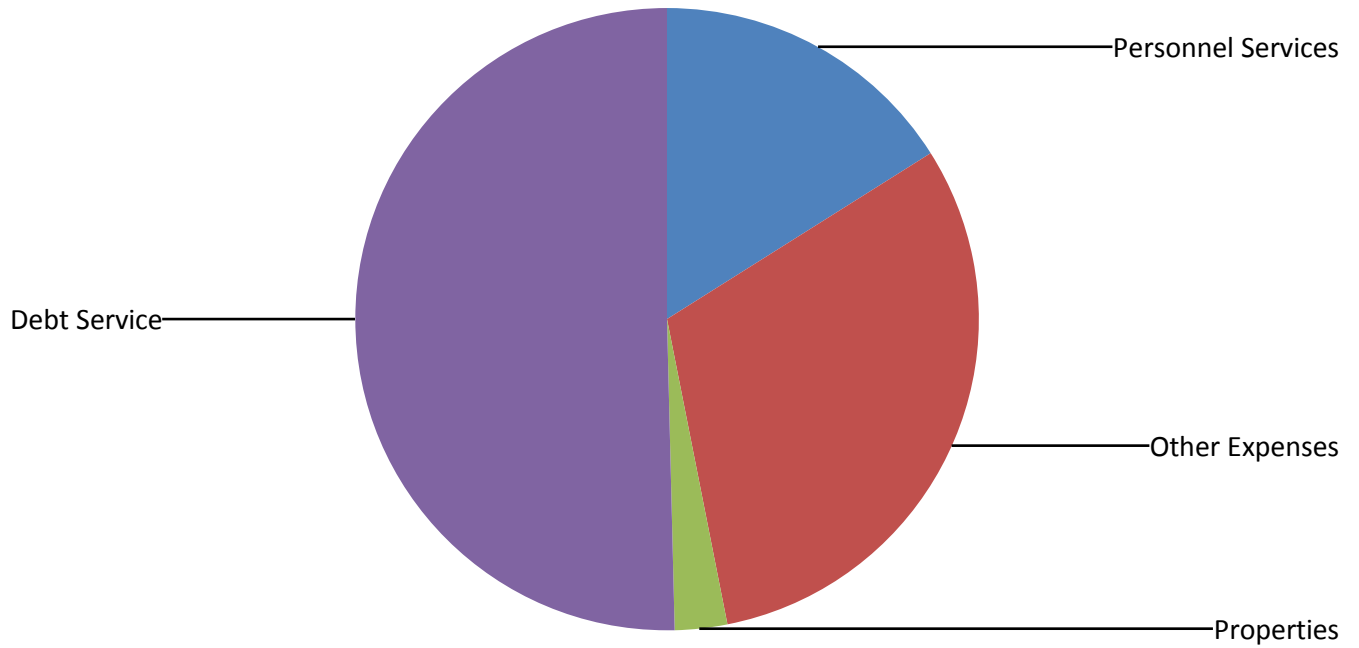
**Metropolitan Sewer District**

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

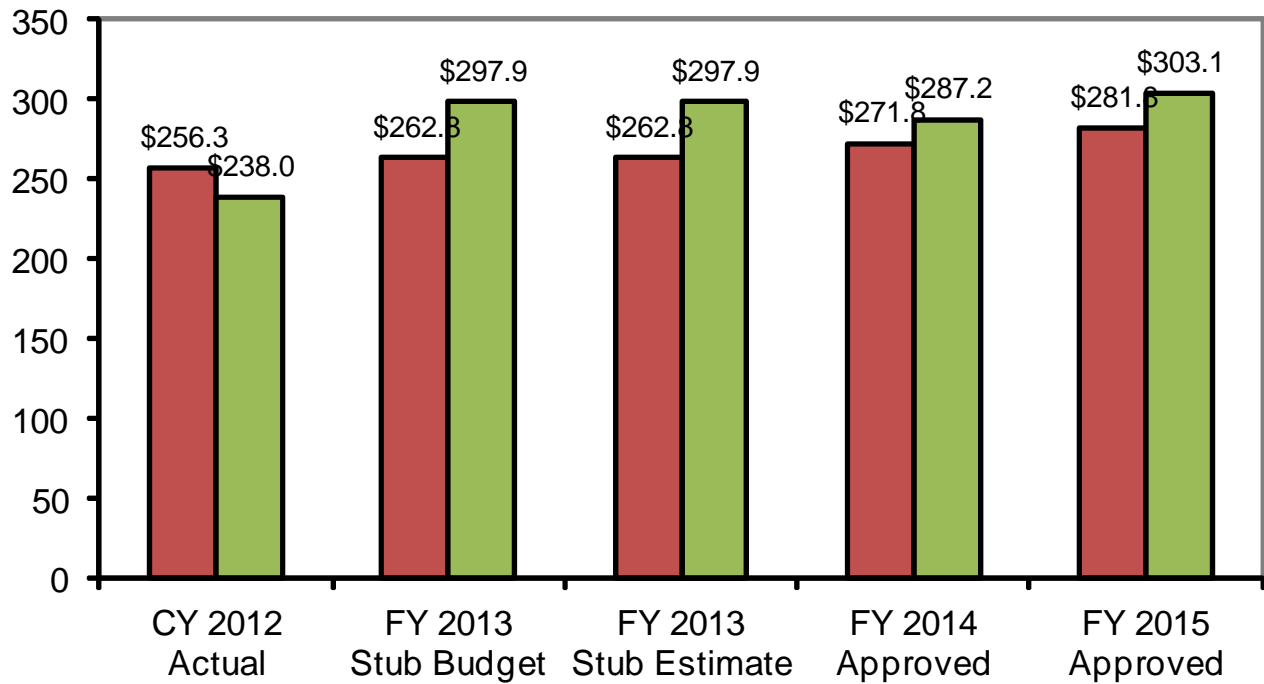
	<b>CY 2012 Actual</b>	<b>FY 2013 Stub Budget</b>	<b>FY 2013 Stub Estimate</b>	<b>FY 2014 Approved</b>	<b>Change FY 2013 Stub Budget to FY 2014</b>	<b>FY 2015 Approved</b>
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	24,880	40,000	40,000	40,000	0	40,000
Courts & Use of Money & Property	1,604,900	2,150,000	2,150,000	2,150,000	0	2,150,000
Revenue from Other Agencies	89,780	0	0	0	0	0
Charges for Services	244,260,610	260,100,000	260,100,000	269,100,000	9,000,000	279,100,000
Miscellaneous	2,401,180	500,000	500,000	500,000	0	500,000
<b>Revenue Subtotal</b>	<b>248,381,350</b>	<b>262,790,000</b>	<b>262,790,000</b>	<b>271,790,000</b>	<b>9,000,000</b>	<b>281,790,000</b>
Prior Year Cancellations	7,894,270	0	23,670	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>7,894,270</b>	<b>0</b>	<b>23,670</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>256,275,620</b>	<b>262,790,000</b>	<b>262,813,670</b>	<b>271,790,000</b>	<b>9,000,000</b>	<b>281,790,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	29,883,980	34,182,670	34,182,670	33,651,610	(531,060)	35,434,030
Employee Benefits	15,270,730	18,457,500	18,457,500	17,489,310	(968,190)	19,317,140
Other Expenses	47,287,300	50,952,840	50,952,840	64,704,000	13,751,160	65,643,710
Properties	2,805,370	4,338,250	4,338,250	5,696,680	1,358,430	5,867,580
Debt Service	80,596,480	100,000,000	100,000,000	105,700,000	5,700,000	116,800,000
<b>Expenditures Subtotal</b>	<b>175,843,860</b>	<b>207,931,260</b>	<b>207,931,260</b>	<b>227,241,600</b>	<b>19,310,340</b>	<b>243,062,460</b>
Transfers Out	62,180,000	90,000,000	90,000,000	60,000,000	(30,000,000)	60,000,000
<b>Subtotal</b>	<b>62,180,000</b>	<b>90,000,000</b>	<b>90,000,000</b>	<b>60,000,000</b>	<b>(30,000,000)</b>	<b>60,000,000</b>
<b>Total Expenditures/Uses</b>	<b>238,023,860</b>	<b>297,931,260</b>	<b>297,931,260</b>	<b>287,241,600</b>	<b>(10,689,660)</b>	<b>303,062,460</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>18,251,760</b>	<b>(35,141,260)</b>	<b>(35,117,590)</b>	<b>(15,451,600)</b>	<b>19,689,660</b>	<b>(21,272,460)</b>
<b>FY Beginning Balance</b>	<b>57,027,780</b>	<b>80,813,690</b>	<b>75,279,540</b>	<b>40,161,950</b>	<b>(40,651,740)</b>	<b>24,710,350</b>
<b>FY Ending Balance</b>	<b>75,279,540</b>	<b>45,672,430</b>	<b>40,161,950</b>	<b>24,710,350</b>	<b>(20,962,080)</b>	<b>3,437,890</b>
Ending Fund Balance as a % of Revenue	30.31	17.38	15.28	9.09	(8.29)	1.22



**2014 Metropolitan Sewer District Fund 701 Budget**



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



# Financial Summaries

## Municipal Golf



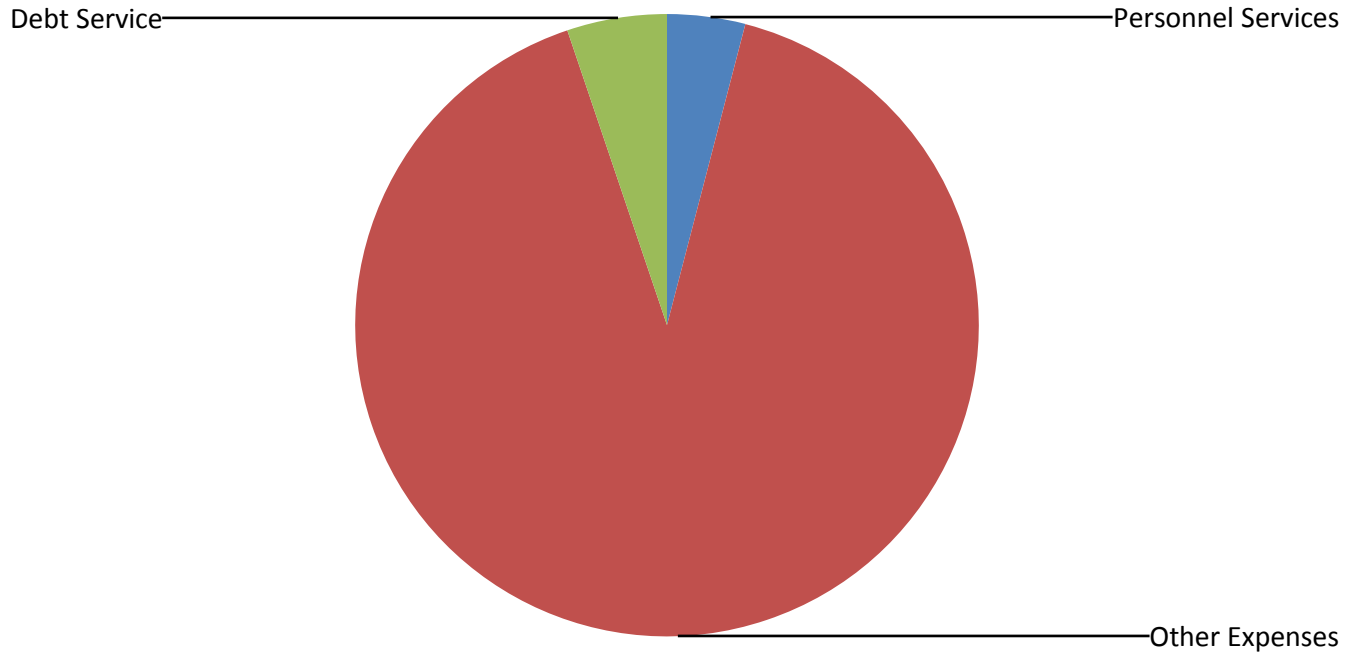
### Municipal Golf

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.

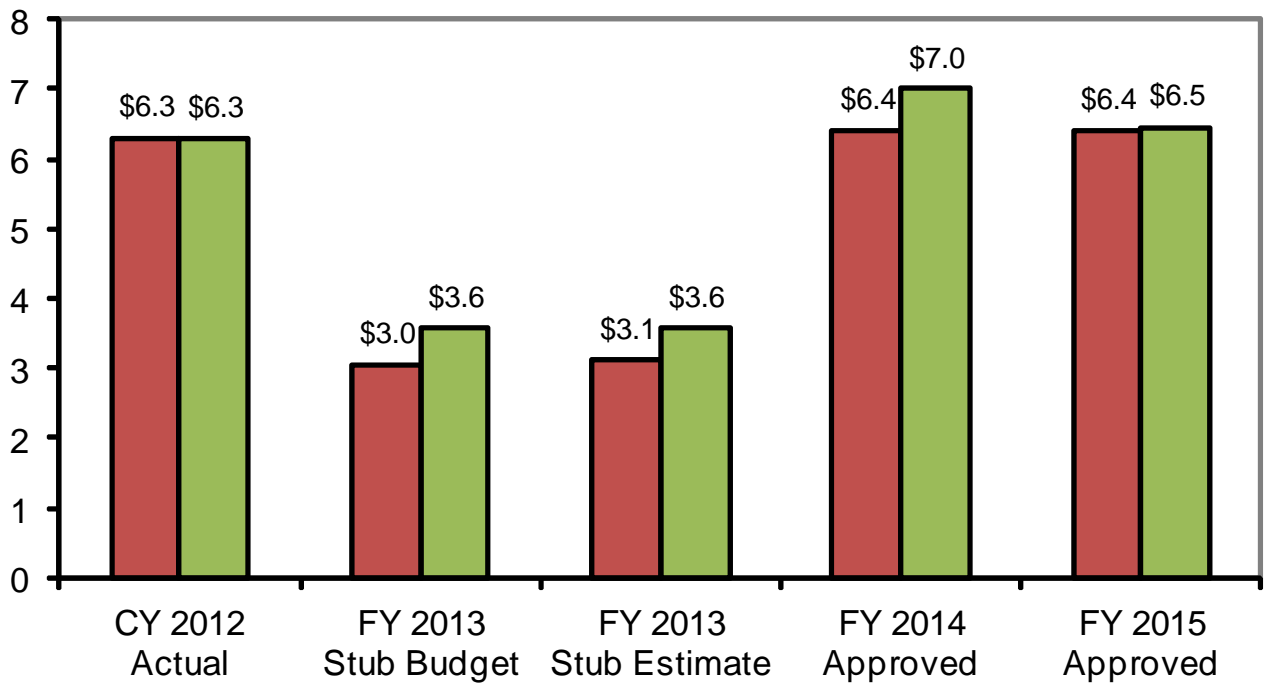
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	16,430	6,000	6,000	13,000	7,000	13,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,996,110	3,040,000	3,040,000	6,387,000	3,347,000	6,387,000
Miscellaneous	41,830	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>6,054,370</b>	<b>3,046,000</b>	<b>3,046,000</b>	<b>6,400,000</b>	<b>3,354,000</b>	<b>6,400,000</b>
Prior Year Cancellations	250,900	0	63,900	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>250,900</b>	<b>0</b>	<b>63,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>6,305,270</b>	<b>3,046,000</b>	<b>3,109,900</b>	<b>6,400,000</b>	<b>3,354,000</b>	<b>6,400,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	227,470	115,080	115,080	278,270	163,190	287,350
Employee Benefits	79,690	42,590	42,590	121,190	78,600	124,100
Other Expenses	5,615,170	3,360,870	3,360,870	6,240,500	2,879,630	5,695,260
Properties	0	0	0	0	0	0
Debt Service	371,730	45,000	45,000	356,060	311,060	350,390
<b>Expenditures Subtotal</b>	<b>6,294,060</b>	<b>3,563,540</b>	<b>3,563,540</b>	<b>6,996,020</b>	<b>3,432,480</b>	<b>6,457,100</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>6,294,060</b>	<b>3,563,540</b>	<b>3,563,540</b>	<b>6,996,020</b>	<b>3,432,480</b>	<b>6,457,100</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>11,210</b>	<b>(517,540)</b>	<b>(453,640)</b>	<b>(596,020)</b>	<b>(78,480)</b>	<b>(57,100)</b>
<b>FY Beginning Balance</b>	<b>1,348,960</b>	<b>1,077,130</b>	<b>1,360,170</b>	<b>906,530</b>	<b>(170,600)</b>	<b>310,510</b>
<b>FY Ending Balance</b>	<b>1,360,170</b>	<b>559,590</b>	<b>906,530</b>	<b>310,510</b>	<b>(249,080)</b>	<b>253,410</b>
Ending Fund Balance as a % of Revenue	22.47	18.37	29.76	4.85	(13.52)	3.96



### 2014 Municipal Golf Fund 105 Budget



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



## Financial Summaries

### Municipal Motor Vehicle Lic Tx



## Municipal Motor Vehicle Lic Tx

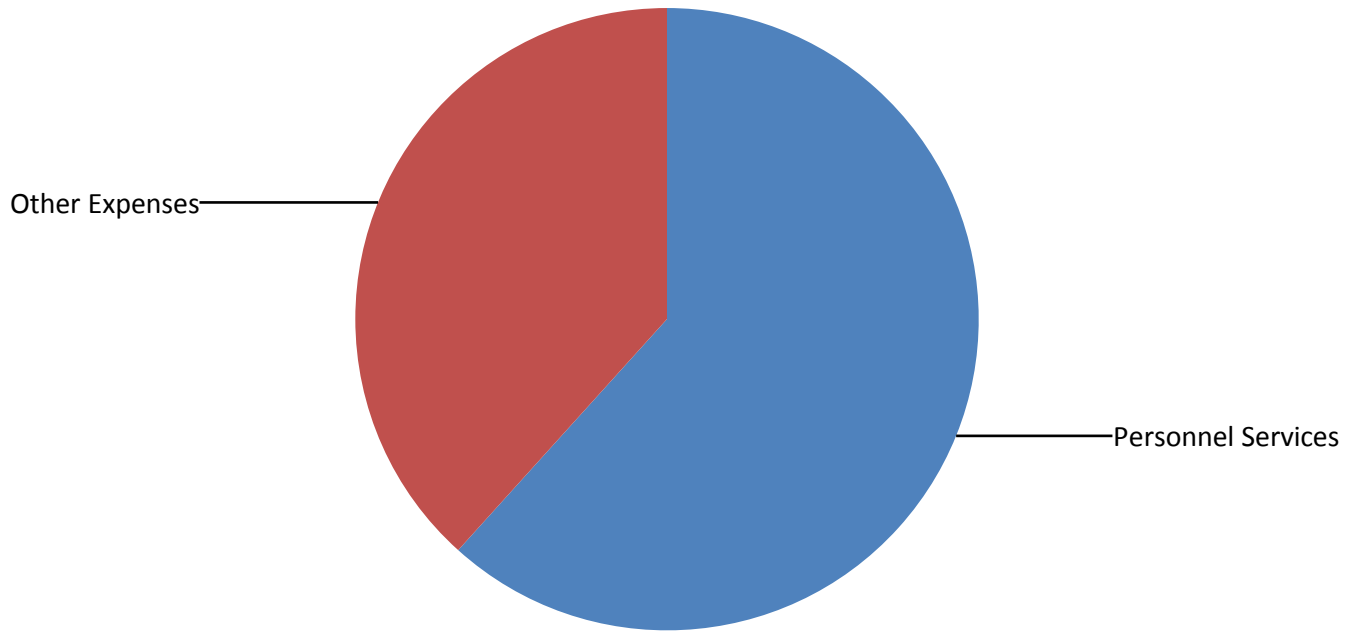
This fund accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
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	2,518,520	1,242,150	1,242,150	2,535,000	1,292,850	2,535,000
Charges for Services	25,110	0	0	0	0	0
Miscellaneous	3,220	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,546,850</b>	<b>1,242,150</b>	<b>1,242,150</b>	<b>2,535,000</b>	<b>1,292,850</b>	<b>2,535,000</b>
Prior Year Cancellations	71,250	0	0	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>71,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,618,100</b>	<b>1,242,150</b>	<b>1,242,150</b>	<b>2,535,000</b>	<b>1,292,850</b>	<b>2,535,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,097,280	600,900	600,900	1,217,720	616,820	1,228,810
Employee Benefits	623,350	318,900	318,900	723,490	404,590	753,280
Other Expenses	544,100	383,440	383,440	756,420	372,980	794,610
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>2,264,730</b>	<b>1,303,240</b>	<b>1,303,240</b>	<b>2,697,630</b>	<b>1,394,390</b>	<b>2,776,700</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>2,264,730</b>	<b>1,303,240</b>	<b>1,303,240</b>	<b>2,697,630</b>	<b>1,394,390</b>	<b>2,776,700</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>353,370</b>	<b>(61,090)</b>	<b>(61,090)</b>	<b>(162,630)</b>	<b>(101,540)</b>	<b>(241,700)</b>
<b>FY Beginning Balance</b>	<b>562,830</b>	<b>380,780</b>	<b>916,200</b>	<b>855,110</b>	<b>474,330</b>	<b>692,480</b>
<b>FY Ending Balance</b>	<b>916,200</b>	<b>319,690</b>	<b>855,110</b>	<b>692,480</b>	<b>372,790</b>	<b>450,780</b>
Ending Fund Balance as a % of Revenue	35.97	25.74	68.84	27.32	1.58	17.78

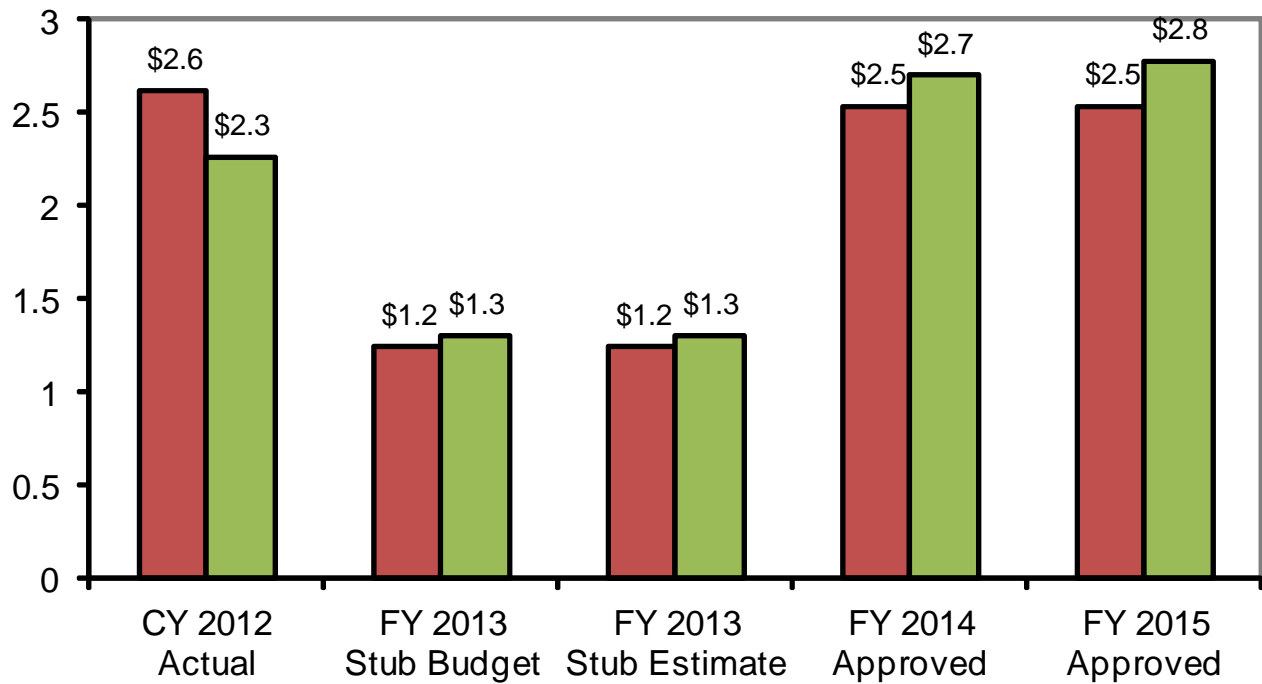




**2014 Municipal Motor Vehicle Lic Tx Fund 306 Budget**



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



# Financial Summaries

## Parking Meter



### Parking Meter

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

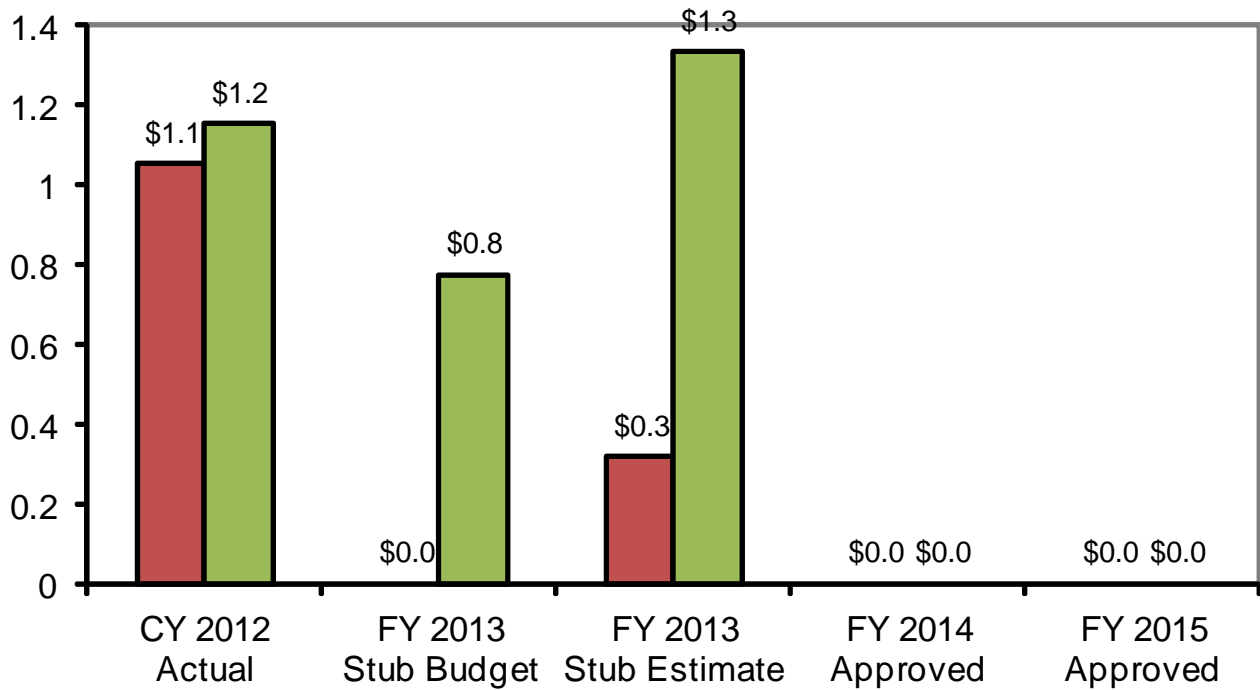
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	963,340	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>963,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prior Year Cancellations	88,030	0	316,880	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>88,030</b>	<b>0</b>	<b>316,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,051,370</b>	<b>0</b>	<b>316,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>						
Personnel Services	404,150	0	0	0	0	0
Employee Benefits	62,940	0	0	0	0	0
Other Expenses	684,780	0	0	0	0	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>1,151,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers Out	0	774,400	1,331,230	0	(774,400)	0
<b>Subtotal</b>	<b>0</b>	<b>774,400</b>	<b>1,331,230</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>1,151,870</b>	<b>774,400</b>	<b>1,331,230</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(100,500)</b>	<b>(774,400)</b>	<b>(1,014,350)</b>	<b>0</b>	<b>774,400</b>	<b>0</b>
<b>FY Beginning Balance</b>	<b>1,114,850</b>	<b>774,400</b>	<b>1,014,350</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>FY Ending Balance</b>	<b>1,014,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance as a % of Revenue	105.30	0.00	0.00	0.00	0.00	0.00



2014 Parking Meter Fund 303 Budget

This Fund was eliminated in FY 2013

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



## Financial Summaries

### Parking System Facilities



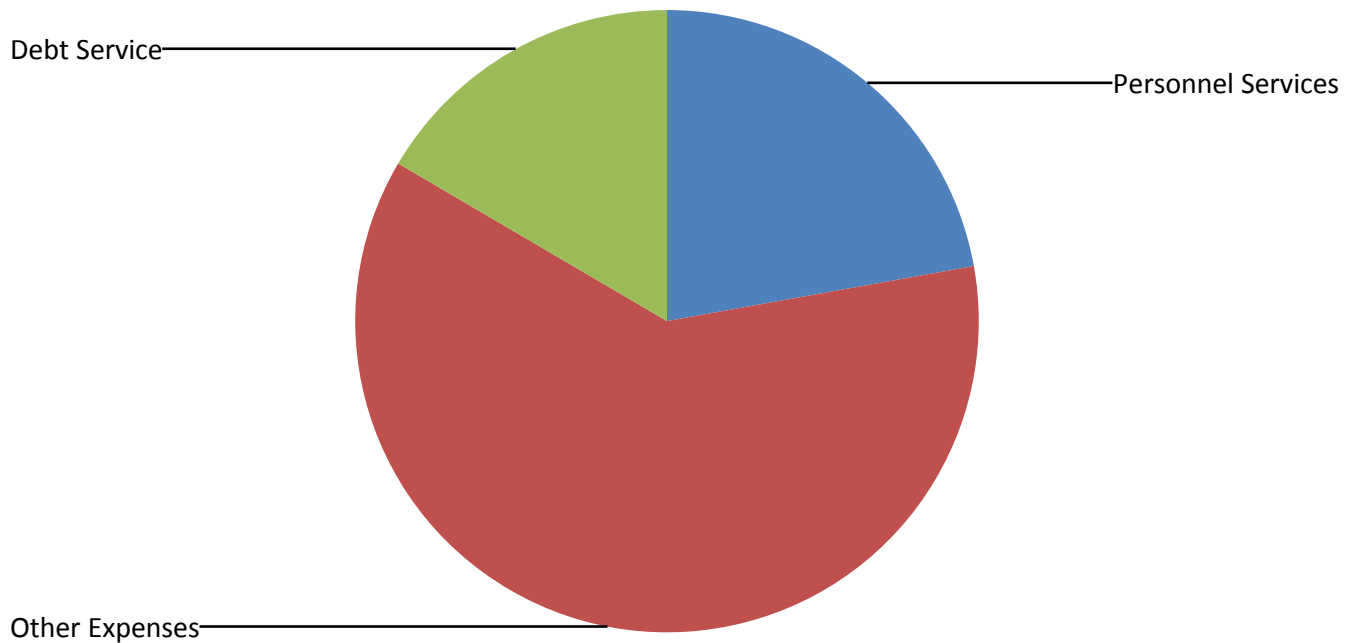
## Parking System Facilities

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

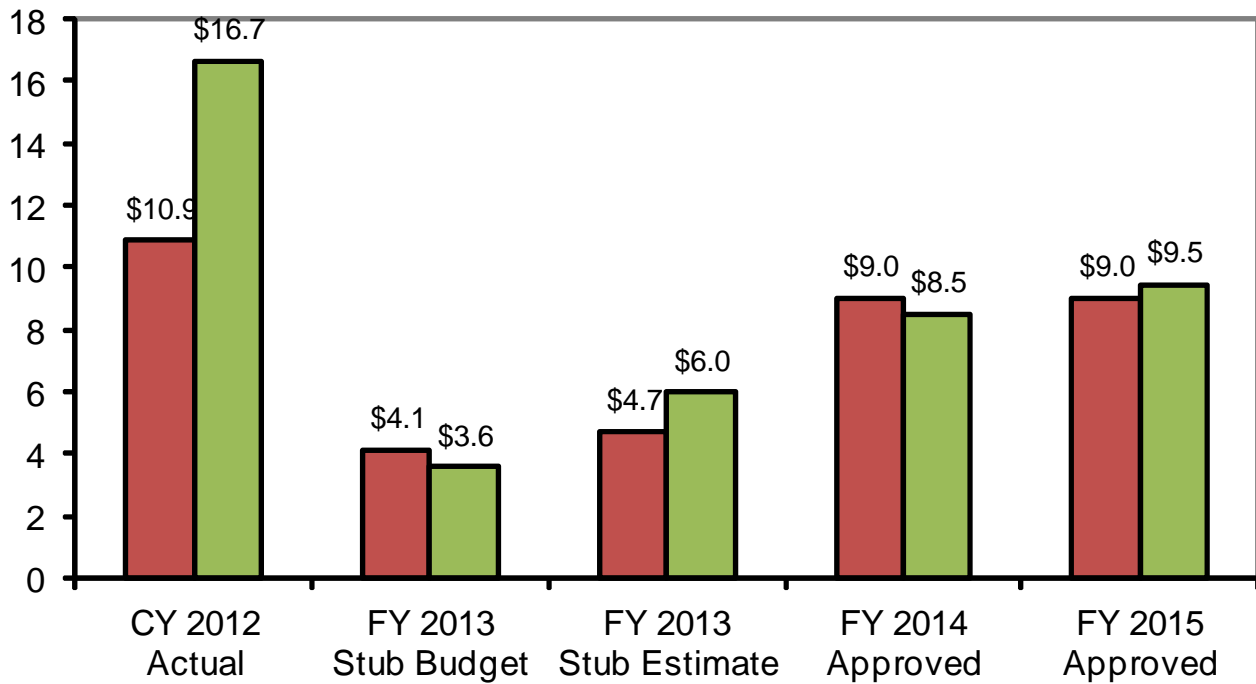
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	175,130	85,500	46,000	77,500	(8,000)	77,500
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	9,989,370	4,035,800	4,480,900	8,961,550	4,925,750	8,961,550
Miscellaneous	1,700	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>10,166,200</b>	<b>4,121,300</b>	<b>4,526,900</b>	<b>9,039,050</b>	<b>4,917,750</b>	<b>9,039,050</b>
Prior Year Cancellations	459,200	0	119,830	0	0	0
Transfers In	246,200	0	50,000	0	0	0
<b>Subtotal</b>	<b>705,400</b>	<b>0</b>	<b>169,830</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>10,871,600</b>	<b>4,121,300</b>	<b>4,696,730</b>	<b>9,039,050</b>	<b>4,917,750</b>	<b>9,039,050</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,366,620	773,280	773,280	1,655,360	882,080	1,683,750
Employee Benefits	785,410	452,790	452,790	948,340	495,550	982,780
Other Expenses	4,282,900	2,091,990	2,091,990	4,576,790	2,484,810	4,704,640
Properties	0	0	0	0	0	0
Debt Service	374,720	236,020	236,020	1,235,530	999,510	1,996,830
<b>Expenditures Subtotal</b>	<b>6,809,650</b>	<b>3,554,080</b>	<b>3,554,080</b>	<b>8,416,020</b>	<b>4,861,950</b>	<b>9,368,000</b>
Transfers Out	9,857,850	0	2,424,000	100,000	100,000	100,000
<b>Subtotal</b>	<b>9,857,850</b>	<b>0</b>	<b>2,424,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Expenditures/Uses</b>	<b>16,667,500</b>	<b>3,554,080</b>	<b>5,978,080</b>	<b>8,516,020</b>	<b>4,961,950</b>	<b>9,468,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(5,795,900)</b>	<b>567,220</b>	<b>(1,281,350)</b>	<b>523,030</b>	<b>(44,200)</b>	<b>(428,950)</b>
<b>FY Beginning Balance</b>	<b>13,159,390</b>	<b>13,759,980</b>	<b>7,363,490</b>	<b>6,082,140</b>	<b>(7,677,840)</b>	<b>6,605,170</b>
<b>FY Ending Balance</b>	<b>7,363,490</b>	<b>14,327,200</b>	<b>6,082,140</b>	<b>6,605,170</b>	<b>(7,722,030)</b>	<b>6,176,220</b>
Ending Fund Balance as a % of Revenue	72.43	347.64	134.36	73.07	(274.56)	68.33



**2014 Parking System Facilities Fund 102 Budget**



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



# Financial Summaries

## Recreation Special Activities



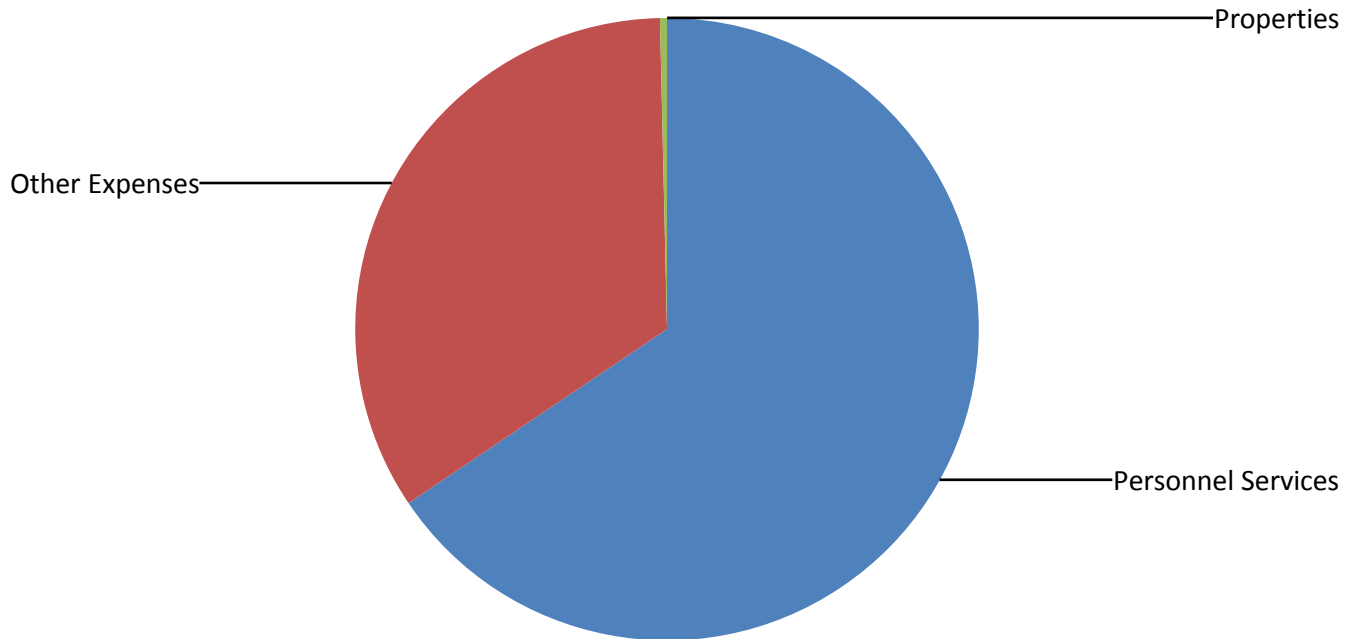
### Recreation Special Activities

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.

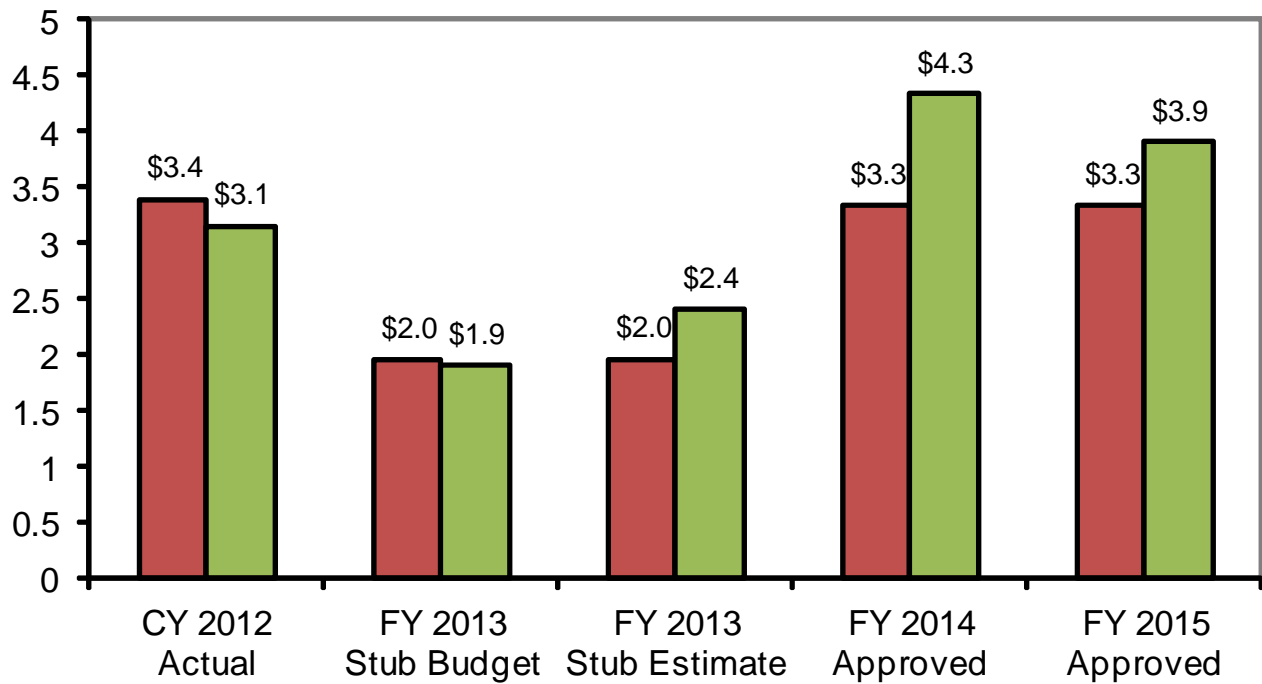
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	90,960	27,500	27,500	99,500	72,000	99,500
Revenue from Other Agencies	74,520	30,000	30,000	70,000	40,000	70,000
Charges for Services	3,207,020	1,892,500	1,892,500	3,164,500	1,272,000	3,164,500
Miscellaneous	540	500	500	1,000	500	1,000
<b>Revenue Subtotal</b>	<b>3,373,040</b>	<b>1,950,500</b>	<b>1,950,500</b>	<b>3,335,000</b>	<b>1,384,500</b>	<b>3,335,000</b>
Prior Year Cancellations	17,970	0	7,360	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>17,970</b>	<b>0</b>	<b>7,360</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>3,391,010</b>	<b>1,950,500</b>	<b>1,957,860</b>	<b>3,335,000</b>	<b>1,384,500</b>	<b>3,335,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	2,032,740	1,173,000	1,173,000	2,341,040	1,168,040	2,394,640
Employee Benefits	236,860	122,210	122,210	255,490	133,280	241,830
Other Expenses	878,240	597,160	597,160	1,217,150	620,000	1,247,750
Properties	0	5,960	5,960	12,720	6,760	13,160
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>3,147,840</b>	<b>1,898,330</b>	<b>1,898,330</b>	<b>3,826,400</b>	<b>1,928,080</b>	<b>3,897,380</b>
Transfers Out	0	0	500,000	500,000	500,000	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>3,147,840</b>	<b>1,898,330</b>	<b>2,398,330</b>	<b>4,326,400</b>	<b>2,428,080</b>	<b>3,897,380</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>243,170</b>	<b>52,170</b>	<b>(440,470)</b>	<b>(991,400)</b>	<b>(1,043,580)</b>	<b>(562,380)</b>
<b>FY Beginning Balance</b>	<b>1,974,990</b>	<b>1,318,960</b>	<b>2,218,160</b>	<b>1,777,690</b>	<b>458,730</b>	<b>786,290</b>
<b>FY Ending Balance</b>	<b>2,218,160</b>	<b>1,371,130</b>	<b>1,777,690</b>	<b>786,290</b>	<b>(584,840)</b>	<b>223,910</b>
Ending Fund Balance as a % of Revenue	65.76	70.30	91.14	23.58	(46.72)	6.71



**2014 Recreation Special Activities Fund 323 Budget**



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



# Financial Summaries

## Sawyer Point



### Sawyer Point

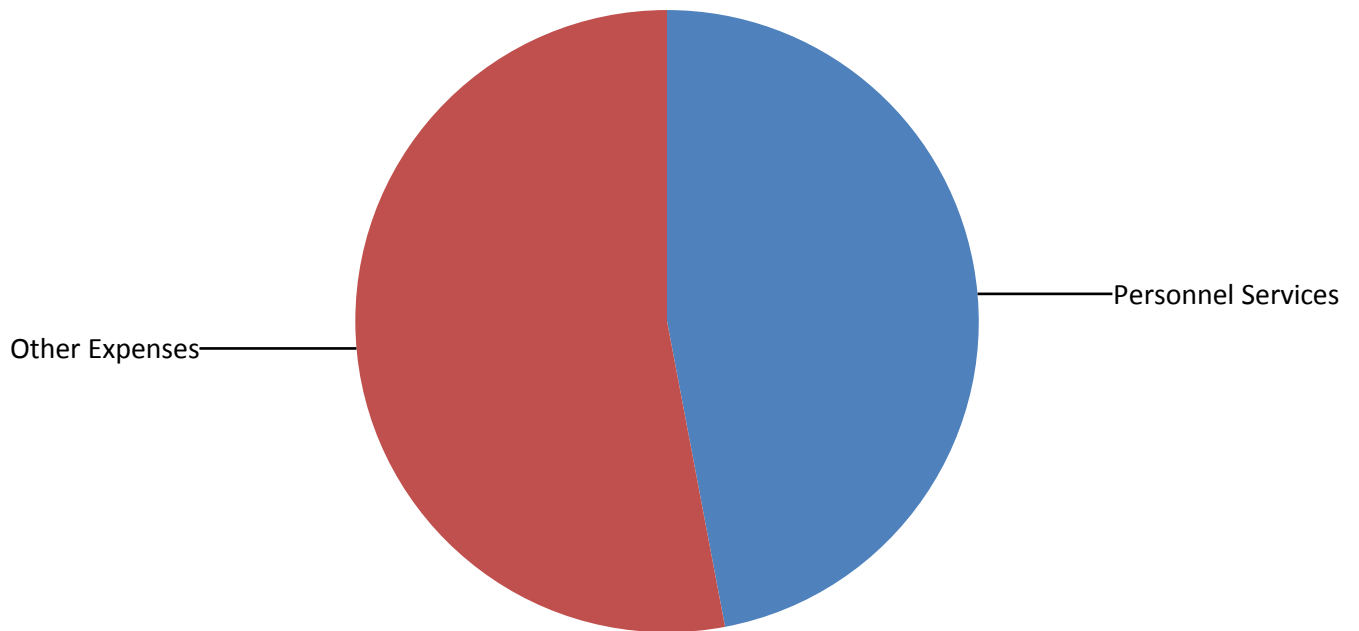
The revenue from this fund is generated from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	25,460	13,990	13,990	23,980	10,000	23,380
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	960,650	344,600	344,600	700,630	356,030	701,620
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>986,110</b>	<b>358,590</b>	<b>358,590</b>	<b>724,610</b>	<b>366,030</b>	<b>725,000</b>
Prior Year Cancellations	21,190	0	900	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>21,190</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,007,300</b>	<b>358,590</b>	<b>359,490</b>	<b>724,610</b>	<b>366,030</b>	<b>725,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	107,390	86,870	86,870	442,930	356,060	447,000
Employee Benefits	34,580	25,970	25,970	175,100	149,130	175,600
Other Expenses	341,010	286,450	286,450	499,080	212,630	497,550
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>482,980</b>	<b>399,290</b>	<b>399,290</b>	<b>1,117,110</b>	<b>717,820</b>	<b>1,120,150</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>482,980</b>	<b>399,290</b>	<b>399,290</b>	<b>1,117,110</b>	<b>717,820</b>	<b>1,120,150</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>524,320</b>	<b>(40,700)</b>	<b>(39,800)</b>	<b>(392,500)</b>	<b>(351,790)</b>	<b>(395,150)</b>
<b>FY Beginning Balance</b>	<b>1,021,710</b>	<b>982,690</b>	<b>1,546,030</b>	<b>1,506,230</b>	<b>523,540</b>	<b>1,113,730</b>
<b>FY Ending Balance</b>	<b>1,546,030</b>	<b>941,990</b>	<b>1,506,230</b>	<b>1,113,730</b>	<b>171,740</b>	<b>718,580</b>
Ending Fund Balance as a % of Revenue	156.78	262.69	420.04	153.70	(108.99)	99.11

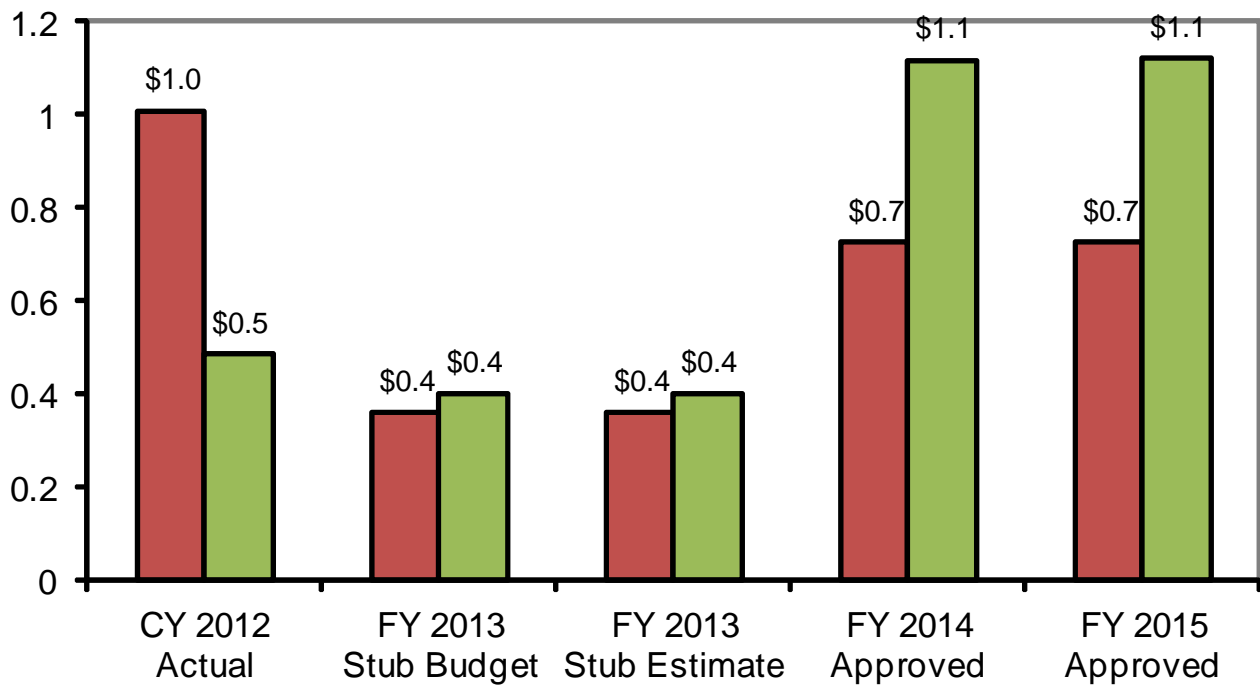




### 2014 Sawyer Point Fund 318 Budget



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



## Financial Summaries

### Stormwater Management



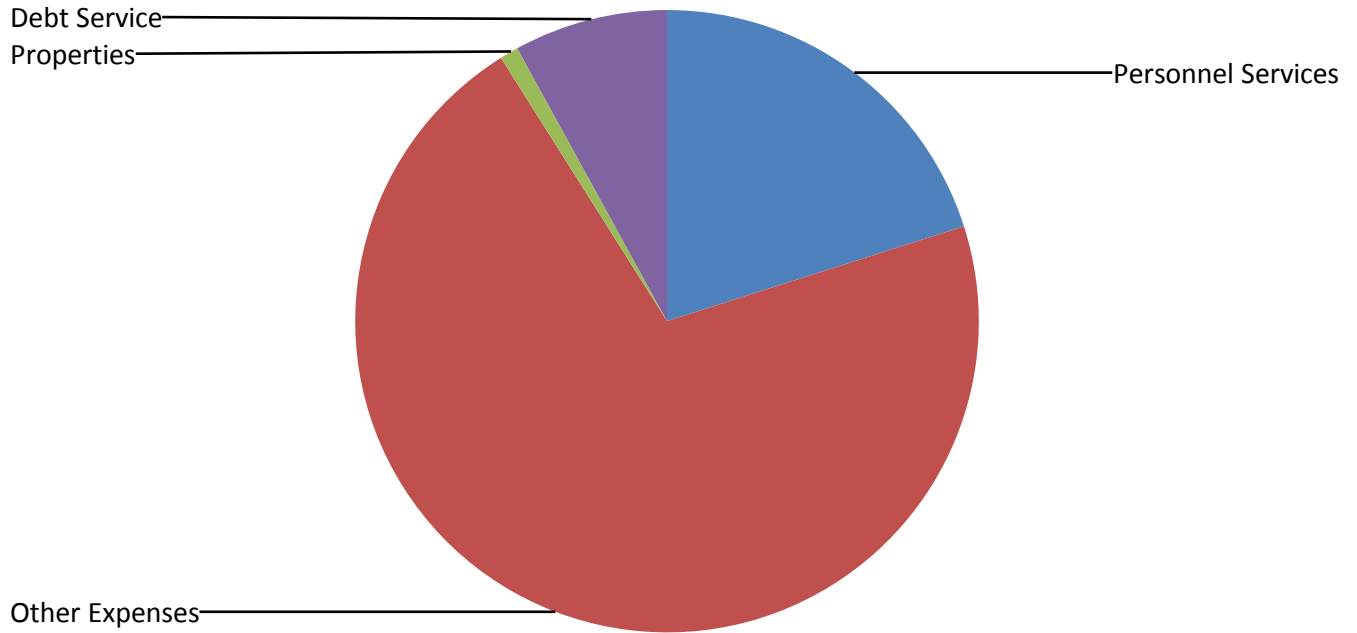
## Stormwater Management

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.

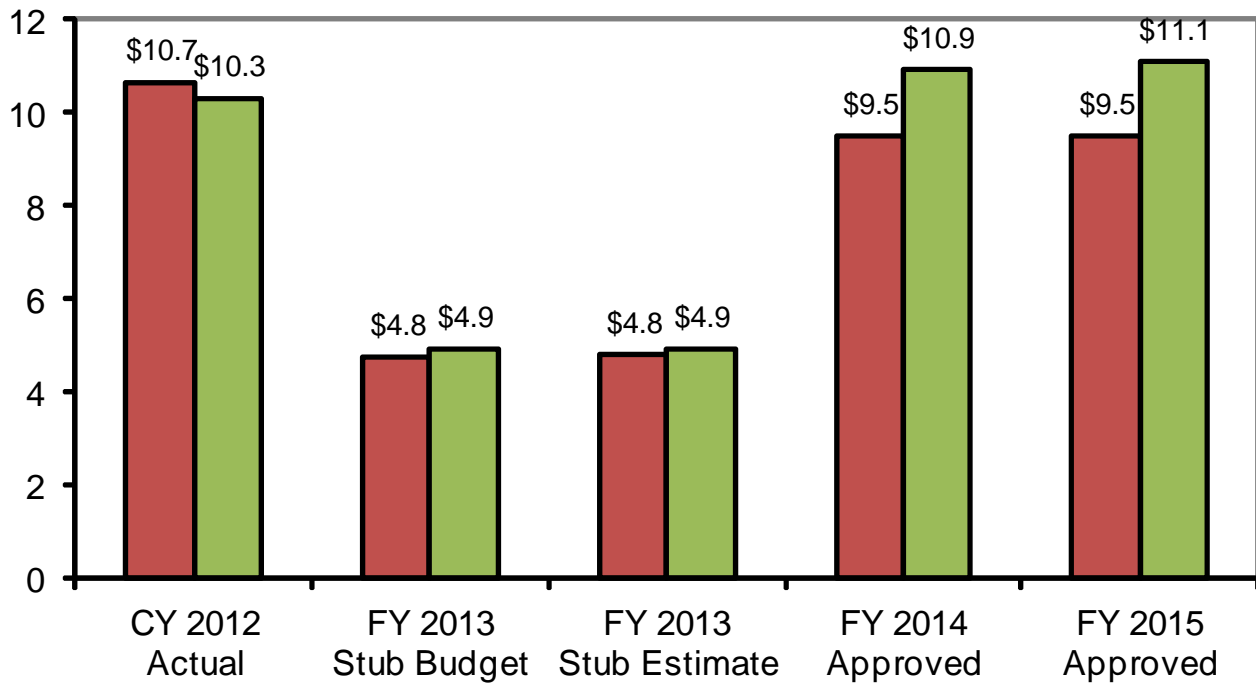
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	106,520	53,500	53,500	107,000	53,500	107,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	9,449,330	4,700,000	4,700,000	9,400,000	4,700,000	9,400,000
Miscellaneous	36,050	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>9,591,900</b>	<b>4,753,500</b>	<b>4,753,500</b>	<b>9,507,000</b>	<b>4,753,500</b>	<b>9,507,000</b>
Prior Year Cancellations	149,530	0	41,910	0	0	0
Transfers In	921,910	0	0	0	0	0
<b>Subtotal</b>	<b>1,071,440</b>	<b>0</b>	<b>41,910</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>10,663,340</b>	<b>4,753,500</b>	<b>4,795,410</b>	<b>9,507,000</b>	<b>4,753,500</b>	<b>9,507,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,718,500	869,150	869,150	1,810,300	941,150	1,820,770
Employee Benefits	373,620	495,870	495,870	1,038,250	542,380	1,037,250
Other Expenses	5,218,170	3,157,630	3,157,630	6,402,660	3,245,040	6,542,140
Properties	370,840	37,500	37,500	87,050	49,550	82,000
Debt Service	742,090	364,750	364,750	719,690	354,940	700,490
<b>Expenditures Subtotal</b>	<b>8,423,220</b>	<b>4,924,900</b>	<b>4,924,900</b>	<b>10,057,950</b>	<b>5,133,060</b>	<b>10,182,650</b>
Transfers Out	1,898,500	0	0	861,000	861,000	900,000
<b>Subtotal</b>	<b>1,898,500</b>	<b>0</b>	<b>0</b>	<b>861,000</b>	<b>861,000</b>	<b>900,000</b>
<b>Total Expenditures/Uses</b>	<b>10,321,720</b>	<b>4,924,900</b>	<b>4,924,900</b>	<b>10,918,950</b>	<b>5,994,060</b>	<b>11,082,650</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>341,620</b>	<b>(171,400)</b>	<b>(129,490)</b>	<b>(1,411,950)</b>	<b>(1,240,560)</b>	<b>(1,575,650)</b>
<b>FY Beginning Balance</b>	<b>3,919,570</b>	<b>3,401,410</b>	<b>4,261,190</b>	<b>4,131,700</b>	<b>730,290</b>	<b>2,719,750</b>
<b>FY Ending Balance</b>	<b>4,261,190</b>	<b>3,230,010</b>	<b>4,131,700</b>	<b>2,719,750</b>	<b>(510,260)</b>	<b>1,144,100</b>
Ending Fund Balance as a % of Revenue	44.42	67.95	86.92	28.61	(39.34)	12.03



**2014 Stormwater Management Fund 107 Budget**



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



## Financial Summaries

### Street Const Maint & Repair



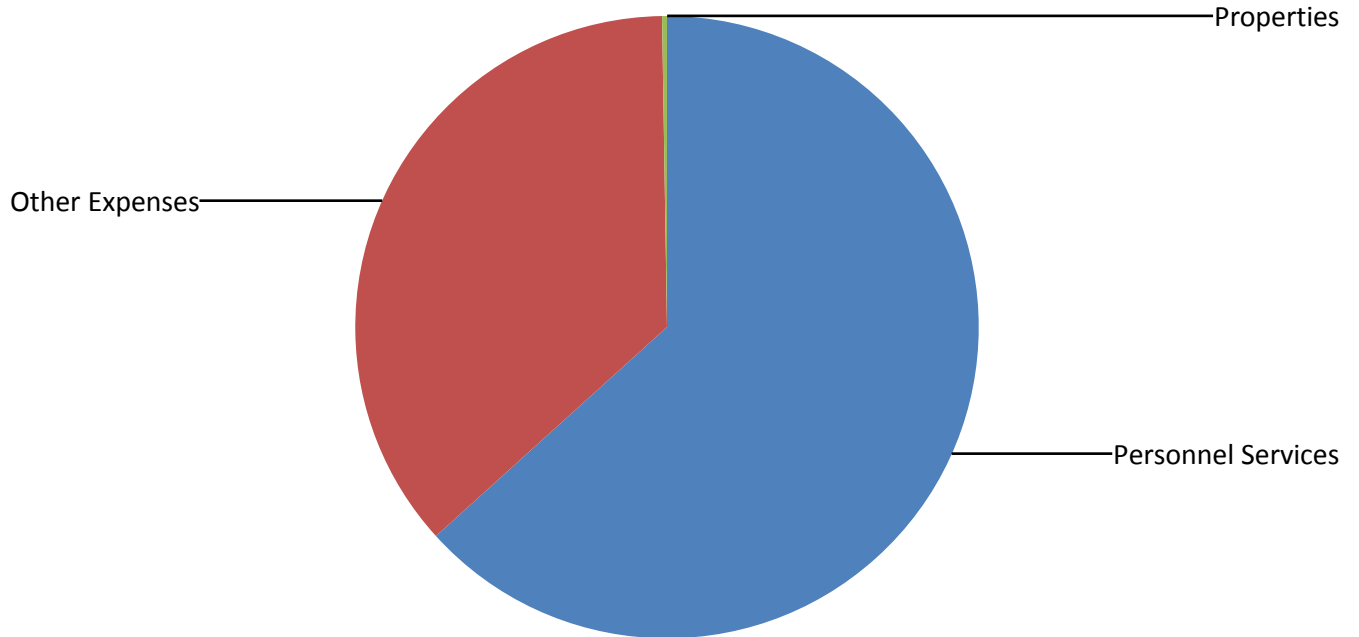
## Street Const Maint & Repair

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

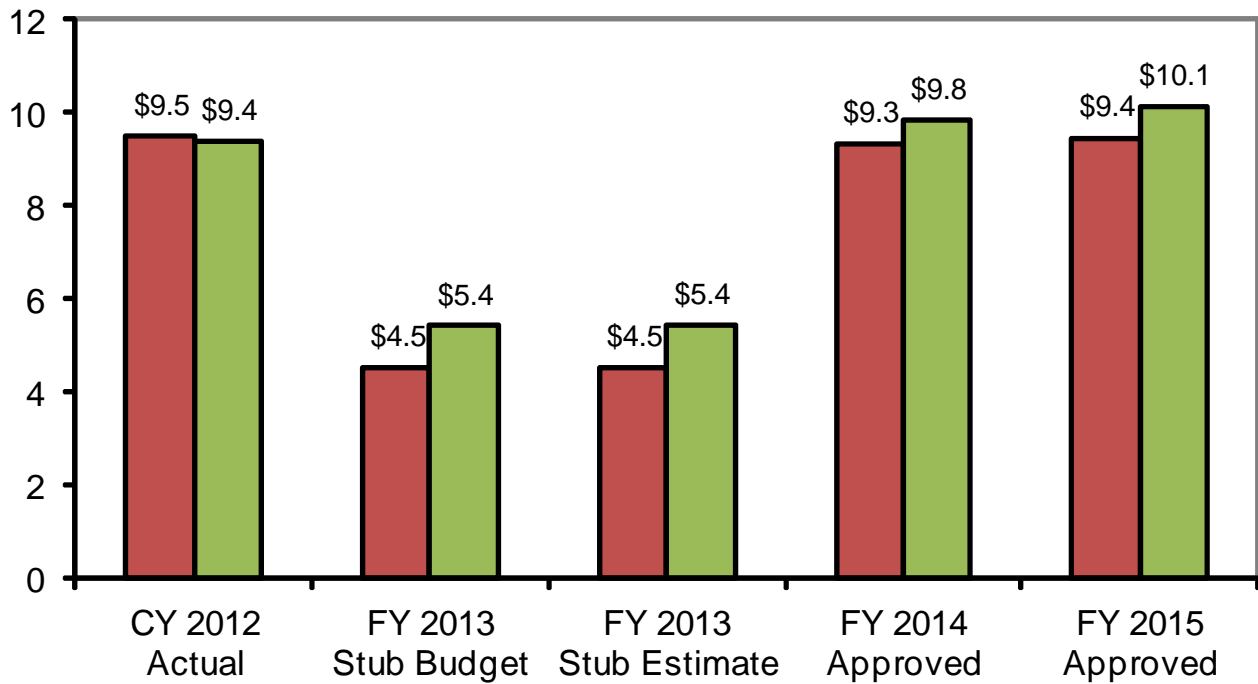
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	9,265,680	4,522,720	4,522,720	9,336,770	4,814,050	9,448,480
Charges for Services	53,740	0	0	0	0	0
Miscellaneous	4,540	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>9,323,960</b>	<b>4,522,720</b>	<b>4,522,720</b>	<b>9,336,770</b>	<b>4,814,050</b>	<b>9,448,480</b>
Prior Year Cancellations	146,400	0	50	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>146,400</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>9,470,360</b>	<b>4,522,720</b>	<b>4,522,770</b>	<b>9,336,770</b>	<b>4,814,050</b>	<b>9,448,480</b>
<b>Expenditures/Uses</b>						
Personnel Services	4,742,140	2,725,470	2,725,470	4,504,730	1,779,260	4,597,790
Employee Benefits	2,620,240	1,392,910	1,397,710	2,698,040	1,305,130	2,815,530
Other Expenses	1,982,860	1,278,700	1,278,700	2,595,540	1,316,850	2,688,320
Properties	14,500	5,260	5,260	17,800	12,540	18,390
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>9,359,740</b>	<b>5,402,340</b>	<b>5,407,140</b>	<b>9,816,110</b>	<b>4,413,780</b>	<b>10,120,030</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>9,359,740</b>	<b>5,402,340</b>	<b>5,407,140</b>	<b>9,816,110</b>	<b>4,413,780</b>	<b>10,120,030</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>110,620</b>	<b>(879,620)</b>	<b>(884,370)</b>	<b>(479,340)</b>	<b>400,270</b>	<b>(671,550)</b>
<b>FY Beginning Balance</b>	<b>2,518,200</b>	<b>1,824,300</b>	<b>2,628,820</b>	<b>1,744,450</b>	<b>(79,850)</b>	<b>1,265,110</b>
<b>FY Ending Balance</b>	<b>2,628,820</b>	<b>944,680</b>	<b>1,744,450</b>	<b>1,265,110</b>	<b>320,430</b>	<b>593,560</b>
Ending Fund Balance as a % of Revenue	28.19	20.89	38.57	13.55	(7.34)	6.28



**2014 Street Const Maint & Repair Fund 301 Budget**



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



# Financial Summaries

## Water Works



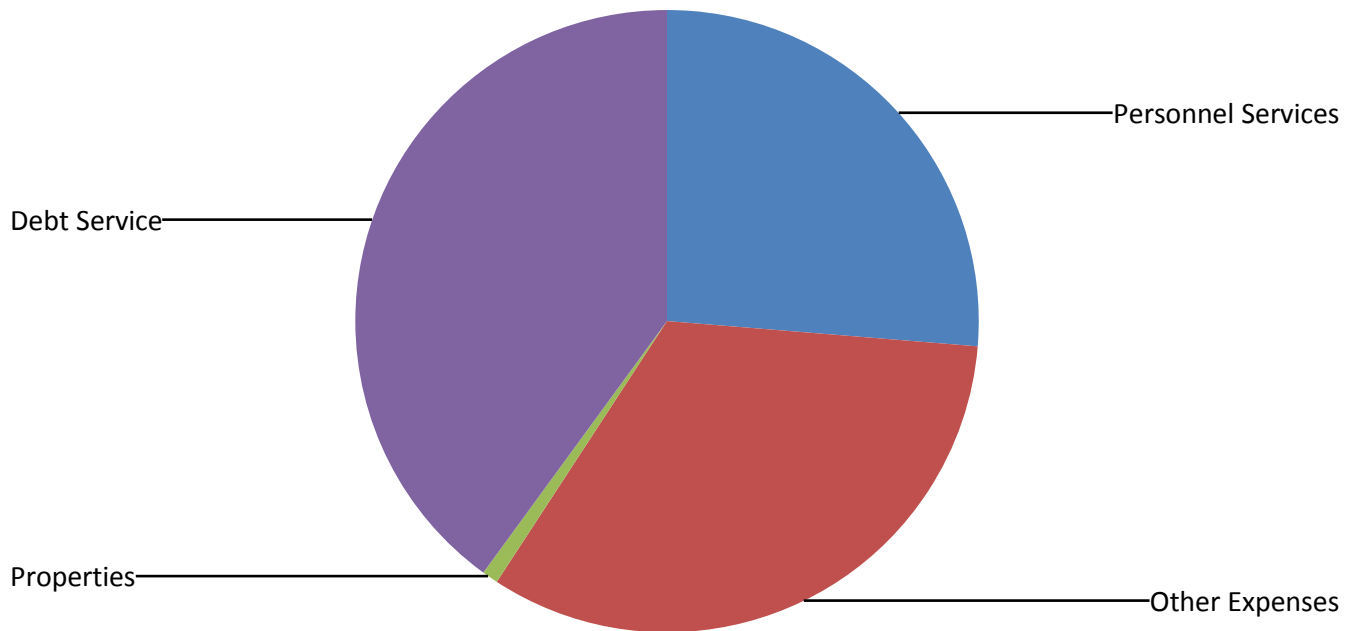
### Water Works

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.

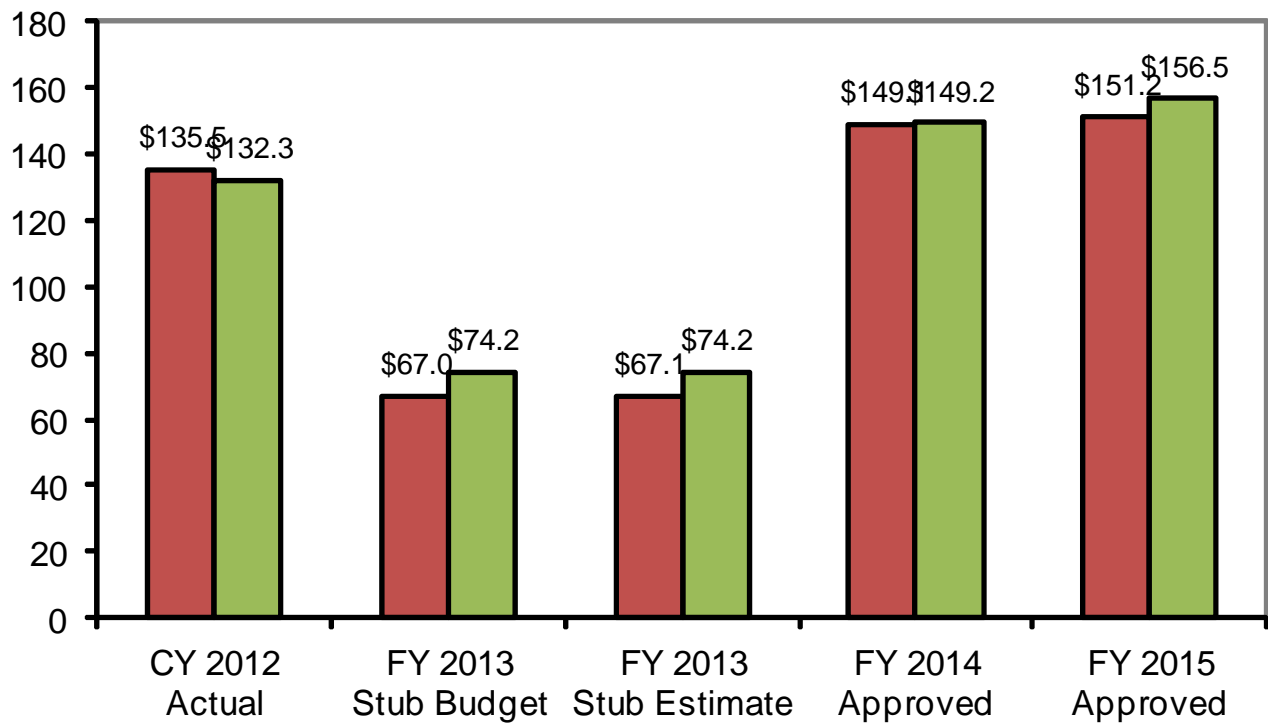
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	937,990	775,640	701,960	1,544,860	769,220	1,549,080
Revenue from Other Agencies	479,070	263,320	263,320	572,430	309,110	568,430
Charges for Services	131,824,320	65,766,540	65,454,580	146,647,840	80,881,300	148,684,580
Miscellaneous	402,230	172,800	172,810	375,660	202,860	370,260
<b>Revenue Subtotal</b>	<b>133,643,610</b>	<b>66,978,300</b>	<b>66,592,670</b>	<b>149,140,790</b>	<b>82,162,490</b>	<b>151,172,350</b>
Prior Year Cancellations	1,816,900	0	469,690	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>1,816,900</b>	<b>0</b>	<b>469,690</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>135,460,510</b>	<b>66,978,300</b>	<b>67,062,360</b>	<b>149,140,790</b>	<b>82,162,490</b>	<b>151,172,350</b>
<b>Expenditures/Uses</b>						
Personnel Services	27,503,830	15,735,670	15,735,670	31,688,200	15,952,530	32,254,160
Employee Benefits	13,674,750	7,562,620	7,562,620	16,037,580	8,474,960	16,750,170
Other Expenses	34,523,850	17,113,280	17,113,280	39,663,860	22,550,580	41,715,270
Properties	1,033,400	445,430	445,430	1,001,150	555,720	1,034,280
Debt Service	42,456,290	21,698,090	21,698,090	48,180,320	26,482,230	49,783,650
<b>Expenditures Subtotal</b>	<b>119,192,120</b>	<b>62,555,090</b>	<b>62,555,090</b>	<b>136,571,110</b>	<b>74,016,020</b>	<b>141,537,530</b>
Transfers Out	13,078,000	11,685,000	11,685,000	12,651,000	966,000	14,963,000
<b>Subtotal</b>	<b>13,078,000</b>	<b>11,685,000</b>	<b>11,685,000</b>	<b>12,651,000</b>	<b>966,000</b>	<b>14,963,000</b>
<b>Total Expenditures/Uses</b>	<b>132,270,120</b>	<b>74,240,090</b>	<b>74,240,090</b>	<b>149,222,110</b>	<b>74,982,020</b>	<b>156,500,530</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>3,190,390</b>	<b>(7,261,790)</b>	<b>(7,177,730)</b>	<b>(81,320)</b>	<b>7,180,470</b>	<b>(5,328,180)</b>
<b>FY Beginning Balance</b>	<b>57,089,730</b>	<b>52,759,580</b>	<b>60,280,120</b>	<b>53,102,390</b>	<b>342,810</b>	<b>53,021,070</b>
<b>FY Ending Balance</b>	<b>60,280,120</b>	<b>45,497,790</b>	<b>53,102,390</b>	<b>53,021,070</b>	<b>7,523,280</b>	<b>47,692,890</b>
Ending Fund Balance as a % of Revenue	45.11	67.93	79.74	35.55	(32.38)	31.55



### 2014 Water Works Fund 101 Budget



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





### CAPITAL BUDGET FUNDS

#### **FY 2013/14-2015 General Capital Budget**

*Please note: In 2013 the City of Cincinnati changed from a calendar fiscal year to a fiscal year that begins July 1, 2013 and ends June 30, 2014. For this Approved FY 2013/14-2015 Capital Budget, the first year of the biennium actually represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year. The 2015 fiscal year represents the twelve months beginning July 1, 2014 and ending June 30, 2015.*

The FY 2013/14 General Capital Budget totals \$95.3 million, which is an increase of 73.9% over the CY 2012 General Capital Budget of \$54.8 million. The FY 2015 General Capital Budget totals \$53.1 million, which is a decrease of 44.3% from the FY 2013/14 General Capital Budget.

The General Capital Budget is based on a six-year Capital Investment Plan. A six-year Capital Investment Program (CIP) is a plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities, and City buildings, all of which enhance the delivery of services and the quality of life in Cincinnati. The FY 2013/14-2019 CIP coordinates the financing and timing of improvements to maximize the value to the public.

A description of the significant General Capital highlights for the FY 2013/14-2015 Biennial Budget is contained in Part I – Budget Summary of this document. A description of the General Capital revenues and expenditures by category follows in Part II – Budget Basics. Detailed information on the FY 2013/14-2015 Biennial Capital Budget and FY 2013/14-2019 Capital Investment Program can be found in the Volume II – FY 2013/14-2019 Capital Investment Program.

#### **FY 2013/14-2015 Restricted Fund Capital Budget**

The FY 2013/14-2015 Restricted Fund Capital Budget includes: 1) Enterprise and Restricted Capital Funds; 2) Matching Funds; and 3) Special Revenue Capital Funds. The Restricted Fund Capital Budget is also based on the six-year Capital Investment Plan. As presented in the following table, the FY 2013/14 Restricted Fund Capital Budget totals \$402.0 million, which is a 31.1% increase over the CY 2012 Restricted Fund Capital Budget of \$306.7 million. The FY 2015 Restricted Fund Capital Budget totals \$353.5 million, a 12.1% decrease from the FY 2013/14 Restricted Fund Capital Budget. The increase in FY 2013/14 when compared to CY 2012 can be primarily attributed to the following factors: 1) a \$59.6 million increase in Metropolitan Sewer District projects primarily resulting from increases required by the Global Consent Decree, which is intended to minimize the discharge of sewage and untreated wastewater into the environment as required by the Clean Water Act; 2) a \$47.0 million increase in Greater Cincinnati Water Works projects, primarily due to FY 2013/14 representing 18 months of funding because of the transition to a new fiscal year; 3) a decrease of \$1.1 million related to improvements to the City's parking assets; 4) a net decrease of \$0.5 million in other restricted funds; 5) a net decrease of \$9.6 million in Matching Funds; and 6) a decrease of \$0.2 million in Special Revenue Capital Funds.





**Table XXV: Restricted Capital Funds**

<b>(In \$000s)</b>	<b>CY 2012 Budget</b>	<b>FY 2013/14 Budget</b>	<b>FY 2015 Budget</b>
<b>Enterprise and Restricted Capital Funds</b>	\$295,358	\$400,409	\$332,073
<b>Matching Funds</b>	\$10,700	\$1,150	\$21,096
<b>Special Revenue Capital Funds</b>	\$600	\$405	\$345
<b>Total Restricted Capital Funds</b>	\$306,658	\$401,964	\$353,514

The 12.1% decrease from the FY 2013/14 Restricted Fund Capital Budget to the FY 2015 Restricted Fund Capital Budget can be attributed to a net decrease of \$68.3 million in Restricted Capital Funds primarily due to the following factors: 1) a net decrease of \$40.6 million in Greater Cincinnati Water Works projects, which is primarily due to FY 2015 representing 12 months of funding and FY 2013/14 representing 18 months of funding because of the transition to a new fiscal year; 2) a decrease of \$27.6 million in Metropolitan Sewer District projects, primarily resulting from a reduction of \$64.9 million for the Werk and Westbourne Enhanced High Rate Treatment Facility project, which is partially offset by increases for several sewer separation projects and projects for changes to pump stations; and 3) a net decrease of \$0.1 million in other restricted funds. These reductions in Restricted Capital Funds are partially offset by an increase of \$20.0 million in Federal and State Matching Funds, which will be used for the Lick Run project in Westwood, improvements to the railroad bridge at the intersection of Madison and Kenwood Roads, signal system upgrades in the Downtown Business District, and improvements to the Ohio River Trail on Kellogg Avenue.

A description of the significant Restricted Fund Capital highlights for the FY 2013/14-2015 Biennial Budget is contained in Part I – Budget Summary of this document. A description of the Restricted Funds expenditures, the Matching and Special Revenue Funds resources, and the FY 2013/14-2015 Capital Budget Impact on the Operating Budget follows in this Part of the document.



**General Capital Fund 980**

(In \$000s)	CY 2012 Budget	FY 2013/14 Budget	FY 2015 Budget
<b>General Capital - Fund 980</b>			
Program Resources			
Tax-Supported Bonds	\$15,000	\$42,900	\$15,000
Southern Railway Note Proceeds	18,340	27,850	18,700
Income Tax	10,650	16,010	11,850
Income Tax Supported Debt	10,000	8,000	7,000
Reprogramming	<u>830</u>	<u>570</u>	<u>500</u>
<b>Resources</b>	<b>\$54,820</b>	<b>\$95,330</b>	<b>\$53,050</b>
Program Expense			
Debt Service Payments	\$1,000	\$2,000	\$1,000
Economic Development	4,369	5,317	3,194
Environment	151	217	194
Equipment	7,484	15,365	7,312
Housing & Neighborhood Development	3,243	6,472	2,790
Infrastructure (Smale Commission)	37,648	64,652	36,467
New Infrastructure	<u>925</u>	<u>1,307</u>	<u>2,093</u>
<b>Expenditures</b>	<b>\$54,820</b>	<b>\$95,330</b>	<b>\$53,050</b>
<b>Resources Minus Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

The General Capital Budget provides for the purchase or improvement of City assets, including construction or rehabilitation that provides an asset for the City’s use, or increases the value of an existing asset or extends the asset’s useful life. A capital improvement is expected to have a useful life of at least five years and a minimum cost of \$10,000.

The General Capital Budget supports the following major services: city infrastructure upgrades; debt service payments; equipment replacements/improvements; environmental remediation; economic development projects; housing and neighborhood development projects; and new city facilities.

**General Capital Fund Revenue.** General Capital Budget improvements are primarily funded by property tax-supported bond proceeds, Southern Railway note proceeds, earmarked income tax receipts, and earmarked income tax-supported debt. In 2012, the Cincinnati City Council approved a one-time property tax resource increase in 2013 to support \$27.9 million in General Capital projects (Resolution No. 42-2012). The Southern Railway note proceeds and the Income Tax proceeds have each been increased in FY 2013/14 to reflect receipts to the City for the additional six-month period from January 1, 2013 through June 30, 2013 to adjust for the transition to the new fiscal year.

Property tax-supported bond proceeds amount to \$42,900,000 in 2013/14, an increase of 186.0% over the 2012 total of \$15,000,000, and \$15,000,000 in 2015, which is a 65.0% decrease from the FY 2013/14 amount. Southern Railway note proceeds total \$27,850,000 in FY 2013/14, which is a 51.9% increase over the 2012



total of \$18,340,000, and \$18,700,000 in FY 2015, which is a 32.9% decrease from FY 2013/14. Income tax receipts total \$16,010,000 in 2013/14, which is a 50.3% increase over the CY 2012 total of \$10,650,000, and \$11,850,000 in 2015, which is a 26.0% decrease from 2013/14. Proceeds from income tax-supported debt total \$8,000,000 and \$7,000,000 in FY 2013/14 and 2015, respectively. In FY 2013/14, this represents a decrease of 20.0% from 2012 and in FY 2015 this resource decreases by 12.5% from FY 2013/14. In addition to the major resource categories listed above, the General Capital Budget also includes reprogramming resources totaling \$570,000 in FY 2013/14 and \$500,000 in FY2015.

Total General Capital Budget resources for FY 2013/14 amount to \$95,330,000, a 73.9% increase over the CY 2012 budget of \$54,820,000. For FY 2015, General Capital Budget resources total \$53,050,000, a 44.4% decrease from the FY 2013/14 General Capital Budget amount.

**General Capital Fund Expenditures.** General Capital Budget projects are divided into seven expenditure categories: Debt Service Payments; Economic Development; Environment; Equipment; Housing and Neighborhood Development; Infrastructure (Smale Commission); and New Infrastructure.

Debt Service Payments include one project established to retire debt for the Convention Center Expansion project. For FY 2013/14, a total of \$2,000,000 is included for this Debt Service Payment project and \$1,000,000 is included in FY 2015. Economic Development projects include neighborhood business district projects, and neighborhood and downtown development projects. The FY 2013/14 General Capital Budget includes \$5,316,800 for Economic Development projects, a 21.7% increase over the CY 2012 amount of \$4,368,700. For FY 2015, Economic Development projects total \$3,193,600, a 39.9% decrease from 2013/14. A total of \$217,000 is included in the FY 2013/14 General Capital Budget for environmental projects, a 43.7% increase over the CY 2012 budget amount of \$150,800. Environmental projects for FY 2015 total \$193,700, which is a 10.6% decrease from the FY 2013/14 amount.

The FY 2013/14 General Capital Budget includes \$15,365,100 for equipment replacements and improvements such as the City fleet and information systems technology acquisitions and enhancements. The FY 2013/14 amount is a 105.3% increase over the CY 2012 budget amount of \$7,483,800. The FY 2015 equipment total of \$7,312,000 is 52.4% less than 2013/14.

A total of \$6,471,900 for Housing and Neighborhood Development projects is included in the FY 2013/14 General Capital Budget, which is a 99.6% increase over the 2012 budget amount of \$3,243,100. The majority of the projects in this category support neighborhood-based housing development. For CY 2015, Housing and Neighborhood Development projects total \$2,790,900, a 56.9% decrease from the FY 2013/14 amount.

Infrastructure, the City's largest General Capital Budget component with projects that support the improvement and rehabilitation of City streets and various City facilities, totals \$64,652,300 in the FY 2013/14 General Capital Budget. The FY 2013/14 total is a 71.7% increase over the CY 2012 budget amount of \$37,648,600. The FY 2015 total is \$36,467,000, a 43.6% decrease from the FY 2013/14 budget amount.

The New Infrastructure expenditure category was added during the development of the CY 1997/1998 Biennial General Capital Budget to distinguish between new capital improvements and the Infrastructure category, which includes only the renovation and replacement of existing City assets. For FY 2013/14, New Infrastructure projects total \$1,306,900, compared to \$925,000 in the 2012 General Capital Budget, representing a 41.3% increase. For FY 2015, a total of \$2,092,800 is included for New Infrastructure projects, which is a 60.1% increase compared to FY 2013/14.



**Restricted Fund Capital Budget**

*Enterprise and Restricted Capital Funds*

(In \$000s)	CY 2012 Budget	FY 2013/14 Budget	FY 2015 Budget
<b>Enterprise and Restricted Capital Funds</b>			
Parking System	\$1,249	\$100	\$100
Convention Center	231	460	230
General Aviation	578	603	629
Stormwater Management	1,549	861	900
Telecommunications Services	30	30	30
Metropolitan Sewer District	247,824	307,414	279,792
Water Works	43,798	90,842	50,292
Income Tax-Transit	100	100	100
<b>Expenditures</b>	<b>\$295,358</b>	<b>\$400,409</b>	<b>\$332,073</b>

**Restricted Fund Capital Budget Resources.** Resources for the restricted and enterprise fund capital projects come primarily from fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funds are used for capital purposes. The table above details the CY 2012, FY 2013/14, and FY 2015 budgets for the funds that comprise the Restricted Fund Capital Budget.

The FY 2013/14 Restricted Fund Capital Budget totals \$400,409,200, a 35.6% increase over the CY 2012 budget of \$295,358,300. The FY 2015 Restricted Fund Budget totals \$332,073,000, a 17.1% decrease from FY 2014.

*Parking System* – The Parking System restricted capital fund totals \$100,000 in FY 2013/14, a 92.0% decrease from the CY 2012 budget of \$1,249,000. For FY 2015, the Parking System restricted capital budget also totals \$100,000, which matches the FY 2013/14 amount, primarily due to the planned transition of most of the parking system to the Port Authority. Funding for Parking System capital projects supports structural improvements, repair, and maintenance of City parking assets.

*Convention Center* – The restricted capital fund supporting the Convention Center totals \$460,000 in FY 2013/14 and \$230,000 in FY 2015. The FY 2013/14 budget represents an increase of 99.3% over the CY 2012 amount and the FY 2015 budget represents a 50.0% decrease when compared to the FY 2013/14 budget due to FY 2013/14 representing an 18 months of funding because of the transition to the new fiscal year. Convention Center capital projects provide funding for improvements to and capital maintenance of the Duke Energy Convention Center.

*General Aviation* – For FY 2013/14, the General Aviation restricted capital fund totals \$602,600, a 4.3% increase over the CY 2012 budget of \$577,700. The FY 2015 General Aviation restricted capital fund budget totals \$629,100, which is a 4.4% increase over FY 2013/14. General Aviation capital projects include local matching funds to support Federal Aviation Administration (FAA) funded projects, and various facility and infrastructure improvement projects at the Lunken Airport.



*Stormwater Management* – The Stormwater Management restricted capital fund totals \$861,000 in FY 2013/14, a 44.4% decrease from the CY 2012 budget of \$1,548,500. For FY 2015, the Stormwater Management restricted capital fund budget totals \$900,000, which is a 4.5% increase over the FY 2013/14 Stormwater Management capital budget. Stormwater Management capital projects include improvements at the Barrier Dam, the Deerfield Creek Channel, the Duck Creek Channel, the West Fork Channel, and various other projects designed to improve the flow of stormwater.

*Telecommunications Services* – The capital budget for the Telecommunications Services Fund totals \$30,000 for both FY 2013/14 and FY 2015. In FY 2013/14, this represents no change when compared to the CY 2012 budget. Telecommunications Services Fund projects support the purchase and upgrade of telephone system and radio communications equipment.

*Metropolitan Sewer District* – The Metropolitan Sewer District (MSD) restricted capital fund totals \$307,413,600 in CY 2013, which is a 24.0% increase over the CY 2012 budget of \$247,824,300. For CY 2014, the MSD restricted fund capital budget totals \$279,791,900, a 9.0% decrease from CY 2013. Metropolitan Sewer District capital projects include wastewater plant improvements and the construction, replacement and/or rehabilitation of sewers. (Please note: The Capital Budget for MSD has remained on a calendar year and not transitioned to the new fiscal year).

*Water Works* – For FY 2013/14, the Water Works restricted capital fund totals \$90,842,000, a 107.4% increase over the CY 2012 budget of \$43,798,000. The FY 2015 Water Works restricted fund capital budget totals \$50,292,000, a 44.6% decrease from the FY 2013/14 budget. Water Works capital projects include new water mains, the replacement of existing water mains, and tank and reservoir improvements.

*Income Tax-Transit* – The restricted funds capital budget for the Income Tax – Transit Fund totals \$100,000 for both FY 2013/14 and FY 2015, which matches the CY 2012 amount. The Income Tax – Transit restricted funds capital budget includes projects related to the acquisition of real property, planning and environmental services related to the reuse of existing railroad corridors. It also includes mass transit study projects, excluding expenses related to the streetcar project.



**RESTRICTED FUND CAPITAL BUDGET**

*Matching and Special Revenue Capital Funds*

(In \$000s)	CY 2012 Budget	FY 2013/14 Budget	FY 2015 Budget
<b>Matching and Special Revenue Capital Funds</b>			
State – Federal – County Roads & Bridges	\$10,523	\$1,000	\$20,946
Federal Aviation Administration	150	150	150
Special Housing Permanent Improvement Fund	633	405	345
<b>Resources</b>	<b>\$11,307</b>	<b>\$1,555</b>	<b>\$21,442</b>

The City receives Federal grants, matching funds and also manages State and County funds to improve the City’s roads and bridges. Federal funds include Federal Aviation Administration (FAA) funds for local projects. The Special Housing Permanent Improvement Fund (SHPIF), which receives revenue from net rental income and tax increment payments, provides funds for the City’s New Housing Program. This program supports the development of new market rate housing in the City.

The FY 2013/14 Restricted Fund Capital Budget for matching and special revenue capital funds totals \$1,555,400, representing an 86.2% decrease from the CY 2012 budget. For FY 2015, a total of \$21,441,700 is included for matching and special revenue capital funds, which is an increase of 1,278.5% over the FY 2013/14 budget. This change is due to funding that is anticipated for the following construction and right-of-way road improvement projects: \$6.0 million for the Lick Run project; \$5.9 million for improvements to the rail-road bridge at the intersection of Madison and Kenwood Roads; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue.



**IMPACT OF FY 2013/14-2019 CAPITAL INVESTMENT PROGRAM ON THE OPERATING BUDGET**

The Capital Investment Program (CIP) has a direct and significant impact on the Operating Budget. A major factor in this relationship is the debt service costs in the Operating Budget for bonds issued for capital projects that require long-term financing. The FY 2013/14 Approved Operating Budget includes a total of \$368.8 million in debt service expenses: \$140.5 million related to the General Capital Budget and \$228.3 million related to the Restricted Funds Capital Budget. Debt service costs totaling \$259.4 million are included in the FY 2015 Approved Operating Budget: \$90.0 million for the General Capital Budget and \$169.4 million for the Restricted Funds Capital Budget (see following table).

<b>FY 2013/2014-2015 Approved Capital Budget</b>		
<b>Debt Service in the Operating Budget</b>		
<b>Fund</b>	<b>FY 2013/2014 Debt Service</b>	<b>FY 2015 Debt Service</b>
Bond Retirement	\$ 140,500,250	\$ 90,000,000
Restricted Funds Capital	\$ 228,346,690	\$ 169,413,820
<b>Total</b>	<b>\$ 368,846,940</b>	<b>\$ 259,413,820</b>

\*The Bond Retirement Fund is utilized to pay the debt service on general obligation bonds and notes issued to raise funding for General Capital improvement projects. Other self-supported debt is also paid through this fund.

**Capital Projects' Impact on Operating Budget**

When a capital project is developed, the new operating or maintenance costs associated with that new project are determined and this impact on the Operating Budget is considered before project commitments are made. Conversely, any savings to the Operating Budget are also considered when developing a new capital project. The construction of a new police station may generate increased maintenance costs, for example, because the new facility may be larger than the old facility, requiring more telecommunication and computer services. However, these increased costs may be offset by reduced utility costs, resulting from energy efficient doors, windows, and construction materials.

Capital projects impacting the Operating Budget are considered either routine in nature or non-recurring projects. Routine or recurring projects usually include projects that receive funding on an annual or regular cycle to conduct ongoing capital initiatives such as street rehabilitation or fleet replacement. Non-recurring projects do not receive annual appropriations in the Capital Budget and are typically one-time or stand alone projects. The construction of a new recreation center would mostly likely be considered a non-recurring capital project that could potentially impact the Operating Budget.



The Approved FY 2013/14-2019 CIP includes both recurring and non-recurring projects with an impact on the Operating Budget. Many projects, such as the construction of the City's new Police District 3 station in the Replacement Facilities project in the Public Services Department, will most likely impact the Operating Budget; however, the impact has not yet been determined. Some projects, such as the Business Retention/New Growth project, will undoubtedly impact the Operating Budget through increased revenue to the General Fund, but the impact of this project will be difficult to quantify.

#### ***Significant Non-Recurring Capital Projects***

The list below provides a brief description of the capital projects considered to be significant and non-recurring and are also expected to have an impact on the Operating Budget.

1. Wheeled Recycling Carts – This project in the Department of the City Manager will reduce Operating Budget expenditures by diverting solid waste from the landfill and reducing tipping fees. Revenue to the Operating Budget will increase from the residential recycling incentive program.
2. Computer Aided Dispatch (CAD) Upgrades – This project in the Department of the City Manager will improve the Emergency 911 system and the dispatching of Police and Fire emergency responders. This project will reduce Operating Budget expenditures by reducing annual maintenance costs of the CAD system.
3. Records Management System Servers and Storage – This project in the Department of Fire will reduce Operating Budget expenditures through decreased maintenance and repair costs for servers.
4. Cincinnati Riverfront Park – This project in the Department of Parks supports the construction of the new Smale Riverfront Park, a 45-acre public park located adjacent to The Banks development and between Great American Ball Park and Paul Brown Stadium. When completed, the additional Operating Budget expenditures are estimated to be \$1.4 million annually.
5. Wheeled Trash Carts – This project in the Department of Public Services will reduce Operating Budget expenditures by creating efficiencies in the solid waste collection program, which is expected to result in the elimination of one solid waste collection route. Additionally, work related injuries are expected to decline.
6. Eastern/Delta Sewer Separation Phase 3 – This project in the Department of Sewers will reduce Operating Budget expenditures by reducing maintenance costs at the Delta Avenue pump station.
7. Bruestle Avenue Pump Station Elimination – This project in the Department of Sewers will reduce Operating Budget expenditures by eliminating maintenance costs at the Bruestle Avenue pump station.
8. Ultraviolet Disinfection/Miller Plant – This project in the Department of Water will significantly increase Operating Budget expenditures by increasing electricity costs at the Miller Plant. These increases will be partially offset through the use of solar panels.
9. Richard Miller Plant Filter Gallery Light Replacement – This project in the Department of Water will reduce Operating Budget expenditures by replacing fluorescent lighting fixtures with light-emitting diode lighting fixtures, which have lower energy costs.
10. Bolton Plant Redundant Transmission Main – This project in the Department of Water will reduce Operating Budget expenditures through increased efficiencies in the well pumping system that will result in electric savings.





11. Video Conference Equipment – This project in the Department of Water will reduce Operating Budget expenditures by reducing travel between facilities for meetings and conferences. Personnel and travel expenses will be reduced.

The following report summarizes the estimated net operating and maintenance costs or savings associated with the FY 2013/14-2019 Approved CIP. This report includes capital projects with an estimated impact on the Operating Budget that are considered significant and non-recurring projects as well as projects that are considered routine in nature.

# Financial Summaries



## Impact of FY 2013/14-2019 Capital Investment Program on the Operating Budget

### Operating Budget Impact FY 2014-2019 Capital Improvement Program Net Operating and Maintenance Costs or Savings (Estimated)

*Note: Positive figures indicate Operating Budget additional costs; negative figures indicate savings.*

#### Department of City Manager

Capital Project: Regulatory Compliance & Energy Conservation FY 2014-2019 CIP Project Funding: \$457,600	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(6,350)	(19,860)	(35,370)	(51,900)	(67,900)	(83,620)
<b>Description of Operating Impact</b> Most City departments are anticipated to realize a non-personnel savings related to their Duke Energy electric expenditures.						
<b>Description of Non-Financial Impact</b> The non-financial impact of implementing this project will be increased energy conservation efforts, saving natural resources, and better comfort/productivity in City-owned buildings.						

Capital Project: Wheeled Recycling Carts FY 2014-2019 CIP Project Funding: \$2,790,800	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(646,484)	(646,484)	(646,484)	(646,484)	(646,484)	(646,484)
<b>Description of Operating Impact</b> The large wheeled carts are automated and provide for more accurate record keeping and billing. They also allow for every other week collection. The incentive program has increased the volume of trash being diverted from the landfill reducing tipping fees. Increased revenues are also realized.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this capital project is the conservation of natural resources and landfill space. In addition, the implementation of a recycling program will contribute to the City of Cincinnati earning a Green reputation.						

Capital Project: Computer Aided Dispatch Upgrades FY 2014-2019 CIP Project Funding: \$850,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Description of Operating Impact</b> The operating budget impact of this project is to reduce annual maintenance costs of the computer aided dispatch system due to a change in the back server network. Emergency Communication Center (ECC) personnel costs will remain the same.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this project is a more robust system both in hardware storage and software versions. These systems are needed to support Emergency 911, and the dispatching of both Police and Fire emergency responders.						

#### Department of Enterprise Technology Solutions

Capital Project: Active Directory / Server Consolidation FY 2014-2019 CIP Project Funding: \$1,202,300	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	17,500	17,500	17,500	17,500	17,500	17,500
<b>Description of Operating Impact</b> Operating costs associated with the licensing and maintenance of equipment and software will cost \$17,500 annually.						
<b>Description of Non-Financial Impact</b> The consolidation of software and hardware will allow City departments to access server data in the event of failure.						



**Impact of FY 2013/14-2019 Capital Investment Program on the Operating Budget**

<b>Capital Project:</b> <b>Electronic Gov't (eGov) Web Enhancement</b> <b>FY 2014-2019 CIP Project Funding: \$853,100</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(153,700)	(153,700)	(153,700)	(153,700)	(153,700)	(153,700)
<b>Description of Operating Impact</b> The operating budget would need to increase by \$50,000 per year to support the entire eGov web team staff. This would be offset by estimated non-personnel savings in the amount of \$203,700, which are attributable to reduced web publishing costs, enhanced processing of City forms, reduced web server costs, and reduced SSL Cert costs.						
<b>Description of Non-Financial Impact</b> This project will improve customer satisfaction and interaction.						

**Department of Fire**

<b>Capital Project:</b> <b>Records Management System Servers and Storage</b> <b>FY 2014-2019 CIP Project Funding: \$100,000</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(1,000)	(2,500)	(2,500)	(2,500)	(5,000)	(5,000)
<b>Description of Operating Impact</b> This project is expected to reduce maintenance and repair costs for Fire Department servers that have exceeded expected life and are no longer under warranty.						
<b>Description of Non-Financial Impact</b> Employees will be able to perform their assigned duties efficiently, which will provide time to perform other tasks such as hydrant inspections.						

<b>Capital Project:</b> <b>Radio Equipment Replacement</b> <b>FY 2014-2019 CIP Project Funding: \$750,000</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(4,425)	(4,425)	(4,425)	(4,425)	(4,425)	(4,425)
<b>Description of Operating Impact</b> The Cincinnati Fire Department's current annual radio repair expense averages approximately \$14,425. This expense would be eliminated for a couple of years with the new radios and their anticipated warranty coverage. There is normally a programming cost for new equipment and we have estimated that amount per year, resulting in a net anticipated savings of \$4,425 a year.						
<b>Description of Non-Financial Impact</b> Radio communication is an integral part of the fire service and communication failures are cited as having an impact in nearly every line of duty death. Radio communication facilitates virtually all action taken by personnel at the scene of an emergency.						

**Department of Parks**

<b>Capital Project:</b> <b>Cincinnati Riverfront Park</b> <b>FY 2014-2019 CIP Project Funding: \$4,000,000</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	660,000	685,000	935,000	1,110,000	1,210,000	1,360,000
<b>Description of Operating Impact</b> The new park will be built over the next eight to ten years and will cost \$1.4 million a year to maintain when buildout is completed.						
<b>Description of Non-Financial Impact</b> This project will stimulate the local and regional economy, and will provide for improved economic development.						

# Financial Summaries



## Impact of FY 2013/14-2019 Capital Investment Program on the Operating Budget

### Department of Public Services

Capital Project: Wheeled Trash Carts FY 2014-2019 CIP Project Funding: \$4,700,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(277,901)	(279,898)	(519,058)	(515,286)	(512,392)	(499,698)
<b>Description of Operating Impact</b>						
Implementation of this capital project and related program will result in new personnel and non-personnel savings related to efficient route collections, the elimination of commercial solid waste collection, and the reduction of workers compensation expenses. As a result of this project, it will also be possible to convert five of the two-person solid waste collection crews to one-person crews by fully automating the routes. Fully automating the five routes will require additional capital funding to purchase the equipment necessary for automation. The program will also result in new personnel and non-personnel expenses related to staffing a new Cart Maintenance Program, the restoration of a bi-weekly Yard Waste program, and additional resources for additional bulky item pick-up and enforcement expenses. Lastly, implementation of this capital project will lead to an estimated increase in Residential Recycling Incentive program revenue of \$100,000.						
<b>Description of Non-Financial Impact</b>						
This project, when coupled with changes in the Cincinnati Municipal Code, will encourage more residents to recycle, thereby diverting materials from the landfill to the recycling center. The lidded carts will keep vermin away and provide for more curb appeal on set-out day.						

Capital Project: Trash Receptacles FY 2014-2019 CIP Project Funding: \$1,119,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	3,125	3,240	3,240	3,240	3,240	3,240
<b>Description of Operating Impact</b>						
The solar trash compactors will require new software licensing fees and maintenance expenses.						
<b>Description of Non-Financial Impact</b>						
The purchase of solar trash compactors will provide for neighborhood cleanliness and efficient personnel routing.						

### Department of Sewers

Capital Project: Eastern/Delta Sewer Separation Phase 3 FY 2014-2019 CIP Project Funding: \$6,585,300	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	0	(38,500)	(38,500)	(38,500)	0
<b>Description of Operating Impact</b>						
This project will reduce the maintenance cost of the Delta Avenue Pump Station.						
<b>Description of Non-Financial Impact</b>						
The non-financial impact of this project is that combined sewer overflows will be reduced and stormwater will be removed from the combined system.						

Capital Project: Bruestle Avenue Pump Station Elimination FY 2014-2019 CIP Project Funding: \$797,900	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	0	(21,500)	(21,500)	(21,500)	0
<b>Description of Operating Impact</b>						
Eliminating this pump station will eliminate the maintenance cost.						
<b>Description of Non-Financial Impact</b>						
The non-financial impact of this project is that sewer service can be extended to more homes.						



**Impact of FY 2013/14-2019 Capital Investment Program on the Operating Budget**

**Department of Trade and Development**

<b>Capital Project:</b> <b>Hazard Abatement/Demolition Program</b> <b>FY 2014-2019 CIP Project Funding: \$3,245,500</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(50,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)
<b>Description of Operating Impact</b> Implementing a program for building demolition will lead to a savings in non-personnel resources by eliminating unnecessary costs associated with barricading those same buildings.						
<b>Description of Non-Financial Impact</b> This project will improve public health and safety by demolishing hazardous structures.						

**Department of Transportation & Engineering**

<b>Capital Project:</b> <b>LED Traffic and Pedestrian Signals</b> <b>FY 2014-2019 CIP Project Funding: \$1,626,500</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Description of Operating Impact</b> The estimated annual saving is approximately \$20,000 in the non-personnel budget from reduced wash/relamp contracts (\$5,000) and savings of traffic signal energy (\$15,000).						
<b>Description of Non-Financial Impact</b> This project will reduce traffic signal outages by replacing incandescent-type traffic and pedestrian signals with energy efficient and longer life light-emitting diode (LED) types.						

**Department of Water Works**

<b>Capital Project:</b> <b>Ultraviolet Disinfection - Miller Plant</b> <b>FY 2014-2019 CIP Project Funding: \$3,000,000</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	150,000	150,000	150,000	150,000	150,000
<b>Description of Operating Impact</b> The new facility will significantly increase electricity costs, which will be minimized by the use of solar panels.						
<b>Description of Non-Financial Impact</b> This project is necessary for the Greater Cincinnati Water Works to maintain compliance with the next round of US EPA Safe Drinking Water regulations and to address the changing conditions of the Ohio River.						

<b>Capital Project:</b> <b>Richard Miller Plant Filter Gallery Light Replacement</b> <b>FY 2014-2019 CIP Project Funding: \$108,000</b>	<b>Estimated Impact on Operating Budget Per Year</b>					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
<b>Description of Operating Impact</b> The RMTP Filter Gallery Light replacement project is replacing fluorescent lighting fixtures with light-emitting diode lighting fixtures. Savings are \$5,000 annually in reduced energy costs and \$10,000 annually in maintenance cost savings in lamp/ballast replacements and cleaning costs.						
<b>Description of Non-Financial Impact</b> This project will provide energy efficient lighting.						

# Financial Summaries



## Impact of FY 2013/14-2019 Capital Investment Program on the Operating Budget

Capital Project: Station Protective Relays FY 2014-2019 CIP Project Funding: \$300,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
<b>Description of Operating Impact</b> Supply Division maintenance has annually measured wire to water efficiency on its finished water pumps. The measurement process requires a four person crew approximately six weeks to test each pump, measuring flow, pressures, and energy consumption. Through this protective relay project the pump efficiency data collection will occur through the GCWW SCADA system and the four person crew is no longer necessary. Savings were based upon personnel costs associated with four Electrical Maintenance Worker 1 (EMW1) positions including fringes for six weeks, which totals \$33,000 annually.						
<b>Description of Non-Financial Impact</b> The project will improve the efficiency of Water Works operations.						

Capital Project: Bolton Plant Redundant Transmission Main FY 2014-2019 CIP Project Funding: \$2,750,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Description of Operating Impact</b> This installation of the redundant raw water transmission main will decrease the head loss in the piping from the Bolton Well Field to the Treatment Plant. Due to this reduction in head loss, the efficiency of the well pumping system will increase, which will result in a minimal electrical savings of about \$1,000 or less per year.						
<b>Description of Non-Financial Impact</b> This project increases the operational capacity and flexibility of the well field. It also provides redundancy in case of necessary repair work or maintenance.						

Capital Project: Video Conference Equipment FY 2014-2019 CIP Project Funding: \$50,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
<b>Description of Operating Impact</b> This project will reduce the vehicle expense from traveling between facilities.						
<b>Description of Non-Financial Impact</b> This project will improve personnel efficiency by reducing the need to travel between facilities and reduce carbon emissions associated with vehicular travel.						



## **DEBT OBLIGATIONS**

The City of Cincinnati's debt policies are described on page 82 of the Budget and Financial Policies section of this document. The following section includes the details of the specific debt position and obligations of the City.

**Statutory Debt Limitation** – This section discusses the State of Ohio debt limitation requirement from the Ohio Revised Code and shows the City's compliance with this requirement as of December 31, 2012.

**Revenue Supported Bonded Debt** – This section provides a summary of all revenue bonds and notes outstanding as of December 31, 2012 and planned new revenue supported debt in FY 2014 and FY 2015.

**Approved Debt Service Expenditures FY 2014-2015** – This section shows the approved debt service expenditures for the Approved FY 2014- 2015 Biennial Budget by fund type.

**General Obligation Bonded Debt** – This section provides a summary of all general obligation bonds and notes outstanding as of December 31, 2012 and planned new general obligation debt in FY 2014 and FY 2015.

## **STATUTORY DEBT LIMITATION**

The City is unique in the State of Ohio because it has the right to levy property taxes without limitation and without a vote of the electorate to support its lawfully issued general obligation bonds and notes. In September 1977, the Supreme Court of Ohio dismissed an appeal from the decision of the Court of Appeals, First Appellate District, Hamilton County, Ohio, involving the City's debt limitations. In summary, the City instituted a test case against the Director of Finance for the purpose of obtaining a definitive construction of certain sections of the City Charter bearing on the right of the City to levy taxes in excess of the ten-mill limitation of Section 5705.02 of the Ohio Revised Code. The case was decided in the City's favor. Thus, the City's ability to incur debt is limited only by the arithmetical (percentage) limitations set forth below and detailed on page 166.

Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10-1/2% of the City's assessed valuation and that the principal amount of the City's unvoted debt may not exceed 5-1/2% of the City's assessed valuation. Certain debt is exempted from the 5-1/2% and 10-1/2% as listed in Section 133.05 of the Ohio Revised Code. Among the kinds of debt exempted is debt issued for water works, voted urban redevelopment bonds not exceeding two percent of the total property valuation, debt covenanted by appropriations annually from lawfully available municipal income taxes, recreational facilities, off-street parking, urban redevelopment, and debt for certain other purposes.



<b>STATUTORY DEBT LIMITATION</b>			
As of December 31, 2012			
Assessed Valuation			<u>5,343,335,120</u>
Overall Debt Limitation:			
10-1/2% of Assessed Valuation			561,050,188
Gross Outstanding Indebtedness:			
Voted General Obligation Bonds	0		
Unvoted General Obligation Bonds and Notes	505,435,000		
Revenue Bonds	<u>592,610,000</u>	1,098,045,000	
Less Debt Outside Limitation:			
Self Supported Debt (see below)	879,520,000		
Voted Debt	<u>0</u>	<u>879,520,000</u>	
Debt Within 10-1/2% Limitation			<u>218,525,000</u>
Legal Debt Margin Within 10-1/2% Limitation			<u>342,525,188</u>
Unvoted Debt Limitation:			
5-1/2% of Assessed Valuation			293,883,432
Gross Unvoted Outstanding Indebtedness		1,098,045,000	
Less Debt Outside Limitation:			
Self Supported Debt:			
Municipal Income Tax Supported Bonds &	88,150,000		
Police & Fire Disability & Pension Bonds	37,720,000		
Public Building Bonds	8,730,000		
Public Transportation Bonds	21,000,000		
Recreational Facilities Bonds	6,435,000		
Metropolitan Sewer District Bonds	13,325,000		
Stormwater Management Bonds	2,025,000		
Urban Development Bonds	4,560,000		
Urban Redevelopment Bonds	15,120,000		
Urban Renewal/Economic Development Bonds	60,325,000		
Urban Renewal/Economic Development Taxable	25,720,000		
Water Works Bonds	3,800,000		
Economic Development Revenue Bonds	101,445,000		
Water System Revenue Bonds	<u>491,165,000</u>	<u>879,520,000</u>	
Debt Within 5-1/2% Limitation			<u>218,525,000</u>
Legal Debt Margin Within 5-1/2% Limitation			<u>75,358,432</u>





<b>CURRENT REVENUE SUPPORTED BONDED DEBT</b>	
Economic Development Revenue Bonds, Series 1996	\$3,345,000
Economic Development Revenue Bonds, Series 1998	\$0
Economic Development Revenue Bonds, Series 2002	\$0
Economic Development Revenue Bonds, Series 2003	\$940,000
Economic Development Revenue Bonds, Series 2007	\$7,770,000
Water System Revenue Bonds, Series 2001	\$0
Water System Revenue Bonds, Series 2003	\$0
Water System Revenue Bonds, Series 2005 A &	\$35,435,000
Water System Revenue Bonds, Series 2001 & 2003 Refunding	\$122,685,000
Water System Revenue Bonds, Series 2007	\$64,680,000
Economic Development Revenue Bonds, Series 2008A	\$3,955,000
Economic Development Revenue Bonds, Series 2008B	\$25,400,000
Economic Development Revenue Bonds, Series 2008C	\$5,380,000
Economic Development Revenue Bond Anticipation Notes, Series 2008D	\$0
Economic Development Revenue Bonds, Series 2009A	\$2,815,000
Recovery Zone Facility Revenue Bonds, Series 2009A	\$9,470,000
Water System Revenue Bonds, Series 2009A Refunding	\$49,460,000
Water System Revenue Bonds, Series 2009B	\$77,935,000
Water System Revenue Bonds, Series 2011A	\$80,970,000
<b>NEW REVENUE SUPPORTED BONDED DEBT FY 2014-2015</b>	
Economic Development Revenue Bonds, Series 2011A	\$21,000,000
Water System Revenue Bonds, Series 2012A	\$60,000,000
Economic Development Revenue Refunding Series 2012A	\$31,870,000



APPROVED DEBT SERVICE EXPENDITURES FY 2014-2015		
	FY 2014	FY 2015
General Fund 050	3,615,630	3,598,030
Greater Cincinnati Water Works Fund 101	48,180,320	49,783,650
Parking Facilities Fund 102	1,235,530	1,996,830
Convention Center Fund 103	70,360	68,800
General Aviation Fund 104	68,790	64,050
Municipal Golf Fund 105	356,060	350,390
Stormwater Management Fund 107	719,690	700,490
Bond Retirement Fund 151	110,500,000	90,000,000
Metropolitan Sewer District Fund 701*	105,700,000	116,800,000

\*Debt associated with the Metropolitan Sewer District is issued by Hamilton County and is not associated with the city's debt limitations.



## Financial Summaries

### General Obligation and Revenue Bonds

GENERAL OBLIGATION AND REVENUE BONDS					
		FY 2013 STUB	FY 2014	FY 2015	FY 2016
<b>PROPERTY TAX SUPPORTED</b>					
	Maturing		28,520,000	27,250,000	24,870,000
	Interest Cost	4,368,115	8,345,500	7,261,444	6,741,056
	Debt Service Requirement	4,368,115	36,865,500	34,511,444	31,611,056
	Outstanding Debt at end of Year	213,525,000	185,005,000	157,755,000	132,885,000
<b>MUNICIPAL INCOME TAX SUPPORTED</b>					
	Maturing	-	7,410,000	7,685,000	7,670,000
	Interest Cost	1,916,474	3,723,148	3,445,807	3,193,684
	Debt Service Requirement	1,916,474	11,133,148	11,130,807	10,863,684
	Outstanding Debt at end of Year	93,150,000	85,740,000	78,055,000	70,385,000
<b>REVENUE BONDS</b>					
	Maturing		30,435,000	24,920,000	29,410,000
	Interest Cost	13,283,114	27,779,257	26,178,771	25,118,830
	Debt Service Requirement	13,283,114	58,214,257	51,098,771	54,528,830
	Outstanding Debt at end of Year	592,610,000	562,175,000	537,255,000	507,845,000
<b>SELF SUPPORTED</b>					
	Maturing	5,000,000	11,365,000	11,350,000	9,625,000
	Interest Cost	3,640,949	7,108,725	6,689,523	6,451,640
	Debt Service Requirement	8,640,949	18,473,725	18,039,523	16,076,640
	Outstanding Debt at end of Year	198,760,000	177,395,000	166,045,000	156,120,000
<b>TOTAL</b>					
	Maturing	5,000,000	77,730,000	71,205,000	71,575,000
	Interest Cost	23,208,652	46,956,630	43,575,545	41,505,210
	Debt Service Requirement	28,208,652	124,686,630	114,780,545	113,080,210
	Outstanding Debt at end of Year	1,098,045,000	1,010,315,000	939,110,000	867,235,000



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**INTRODUCTION**

This Part of the FY 2014-2015 Biennial Budget presents the budget broken out by departments and programs and includes department's mission statement, organizational charts, department budget summary, list of programs, and a program summary for each program. Each program summary includes a Description of the Program, Program Goal, Funding Summary, Adjustments to Costs to Maintain Current Program Services, Significant Program Changes broken out by On- Going Changes and One-Time Changes, and Program Performance Measures. Appendix E on page 549 presents a summary of the All Funds Operating Budget by program.

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### Departmental Budgets

The “All Funds Operating Budget Summary” on page [175](#) lists, by department, the Fiscal Years 2014-2015 Approved All Funds Biennial Operating Budget compared to the FY 2013 All Funds Approved Operating Stub Budget and the Calendar Year (CY) 2012 Approved Operating Budget Update. This table does not include internal service funds because the revenue for those funds is received from interdepartmental billing for services. For example, the Fleet Services Fund is not included because the in-house fuel and vehicle maintenance costs are already included in the non-personnel budgets of other departments. It would be a “double count” of costs to include internal service funds within the “All Funds Operating Budget Summary.”

The “Non-Departmental Budget Summary - Biennial” on page [176](#) lists, by non-departmental account, the FY2014-2015 Biennial Budget compared to the FY 2013 Approved General Fund Operating Stub Budget and the CY 2012 Approved Operating Budget Update.

The “General Fund Budget Summary” on page [177](#) lists, by departments, the Approved Fiscal Years 2014-2015 General Fund Biennial Operating Budget compared to the FY 2013 Approved General Fund Operating Stub Budget and the CY 2012 Approved Operating Budget Update.

The “Approved Staffing Plan” on page [178](#) lists, by department, the number of full-time equivalent (FTE) positions funded in the CY 2012 Budget, FY 2013 Stub Budget, FY 2014 Approved, and FY 2015 Approved budgets in the General Fund, Other Funds, and All Funds. Presented at the bottom of the “Staffing Plan” is a breakdown of the total number of authorized FTE for the Police Sworn, Fire Sworn, and Non-Sworn position categories.

The “FY 2014 Continuation Budget/FY 2014 Approved Budget Comparison” on page [179](#) lists, by department, a comparison between the Approved Budget and the Continuation Budget. The Continuation Budget assumes continuation of the services included in the FY 2013 Stub Budget annualized and as escalated by inflation with any adjustments, such as the movement of an organization from one department to another. The difference between the Approved Budget from the Continuation Budget shows the affect of budget increases and decreases for each departmental well as Non-Departmental accounts.

The “FY 2014 All Funds Biennial Budget Summary by Type” on page [180](#) lists, by department, the Approved FY 2014 Operating Budget broken out by type of fund. The “FY 2015 All Funds Biennial Budget Summary by Type” on page [181](#) lists, by department, the Approved FY 2015 Operating Budget broken out by type of fund.

The “All Funds Capital Budget Summary” on page [182](#) lists, by department, the FY 2014 All Funds Capital Budget compared to the FY 2013/14 All Funds Capital Budget.

The “Consolidated Plan Budget Summary” on page [183](#) lists, by department, the FY 2014 Consolidated Plan Budget compared to the FY 2013 Stub Consolidated Plan Budget.

The “Departmental Information” beginning on page [185](#) includes the department's mission statement, organizational chart, department budget summary, list of programs, and a program summary for each program. Each program summary includes a Description of the Program, Program Goal, Funding Summary, Adjustments to Costs to Maintain Current Program Services, Significant Program Changes broken out by On-Going Changes and One-Time Changes, and Program Performance Measures.



The Adjustments to Costs to Maintain Current Program Services section contains a summary of the FY 2014 budget adjustments that were necessary to maintain the current level of service provided by each program. Due to the fiscal year change, the variance also includes the annualization from a six-month Stub Budget to a full Fiscal Year and also includes typical inflationary increases.

The Significant Program Changes section summarizes the significant budget reductions and/or increases that are included in the FY 2014-2015 Approved Biennial Budget. This section details the budget change, FTE change, impacted fund(s), and provides a description for each significant program change. There is a section broken out by On-going Significant Program Changes and one for One-Time Significant Program Changes.





## Departmental Budgets All Funds Operating Budget Summary

### All Funds Operating Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
City Council	1,996,760	1,014,070	2,029,600	1,015,530	2,048,110
Office of the Mayor	597,700	303,450	530,560	227,110	526,110
Clerk of Council	743,120	357,770	747,690	389,920	740,080
City Manager	9,282,020	5,397,090	17,916,670	12,519,580	18,011,410
Citizen Complaint and Internal Audit	976,420	520,820	839,240	318,420	845,070
Trade and Development	6,776,730	3,601,870	7,346,910	3,745,040	7,511,120
Enterprise Services	13,673,620	7,488,910	15,602,210	8,113,300	16,768,730
Enterprise Technology Solutions	15,387,600	7,269,440	14,301,570	7,032,130	14,525,570
Finance	103,772,050	35,435,420	121,619,670	86,184,250	101,389,760
Fire	94,430,500	45,553,440	95,247,680	49,694,240	95,680,440
Health	41,377,430	20,353,830	40,147,980	19,794,150	42,018,660
Human Resources	2,151,030	1,018,690	2,226,550	1,207,860	2,246,560
Law	6,007,560	3,322,800	6,226,050	2,903,250	6,348,350
Parks	14,694,450	7,427,860	14,841,550	7,413,690	15,208,000
Planning and Buildings	6,256,310	3,181,090	6,511,160	3,330,070	6,674,850
Police	135,873,340	68,827,620	125,981,850	57,154,230	126,174,310
Public Services	40,091,440	18,830,390	37,543,200	18,712,810	38,597,860
Recreation	28,205,300	14,070,470	28,028,290	13,957,820	28,142,980
Retirement	0	0	0	0	0
Sewers	209,978,610	207,385,960	230,495,680	23,109,720	246,574,650
Transportation & Engineering	11,712,580	5,680,390	11,268,380	5,587,990	11,593,300
Water Works	118,825,550	61,027,880	132,771,560	71,743,680	137,907,780
SORTA	44,865,650	27,970,830	48,875,000	20,904,170	48,242,770
<b>Department Total</b>	<b>907,675,770</b>	<b>546,040,090</b>	<b>961,099,050</b>	<b>415,058,960</b>	<b>967,776,470</b>
Non-Departmental Benefits	14,961,080	6,023,380	14,432,950	8,409,580	12,577,510
General Fund Overhead	7,813,040	5,062,120	7,750,050	2,687,940	7,750,050
Non-Departmental Accounts	13,247,000	5,687,240	14,954,880	9,267,640	14,131,120
Reserve for Contingencies	3,100,000	155,860	675,000	519,140	800,000
<b>Non-Departmental Budgets Total</b>	<b>39,121,120</b>	<b>16,928,600</b>	<b>37,812,880</b>	<b>20,884,300</b>	<b>35,258,680</b>
	<b>946,796,890</b>	<b>562,968,690</b>	<b>998,911,930</b>	<b>435,943,260</b>	<b>1,003,035,150</b>

# Departmental Budgets

## Non-Departmental Summary



### Non-Departmental Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Non-Departmental Benefits</b>					
Prior Year Pension Obligations	6,581,350	2,021,350	7,449,770	5,428,430	8,157,740
Public Employee Assistance Program	468,530	277,090	414,220	137,140	425,180
Workers Compensation	5,476,470	2,897,350	5,148,960	2,251,620	2,574,590
Police and Firefighters Insurance	300,000	150,000	300,000	150,000	300,000
Unemployment Compensation	629,530	250,000	520,000	270,000	520,000
Lump Sum Payments	1,500,000	427,600	600,000	172,400	600,000
City Council Staff Benefits	5,200	0	0	0	0
<b>Non-Departmental Benefits Total</b>	<b>14,961,080</b>	<b>6,023,390</b>	<b>14,432,950</b>	<b>8,409,590</b>	<b>12,577,510</b>
General Fund Overhead	7,813,040	5,062,120	7,750,050	2,687,940	7,750,050
<b>Non-Departmental Accounts</b>					
Audit and Examiner's Fees	305,720	227,860	405,720	177,860	305,720
Hamco Treasurer & Auditor Fees	610,000	320,000	600,000	280,000	600,000
County Clerk Fees	365,000	175,000	350,000	175,000	350,000
Election Expense	325,000	110,000	525,000	415,000	110,000
Judgments Against the City	900,000	385,000	900,000	515,000	900,000
Enterprise Software and Licenses	1,173,250	1,328,880	2,966,970	1,638,090	2,876,700
Memberships & Lobbyists	213,400	81,700	213,400	131,700	213,400
HUD Section 108 Debt Service	632,630	322,800	509,090	186,290	550,000
Mayor's Office Obligations	160,000	80,000	80,000	0	113,300
Manager's Office Obligations	50,000	50,000	100,000	50,000	100,000
Downtown Spec Improve District	112,000	56,000	112,000	56,000	112,000
Cincinnati Public Schools	5,000,000	2,500,000	5,000,000	2,500,000	5,000,000
Cincinnati Music Hall	100,000	50,000	100,000	50,000	100,000
Port Authority of Greater Cincinnati	700,000	0	592,700	592,700	700,000
Property Investment Reim. Agreements	2,600,000	0	2,500,000	2,500,000	2,100,000
<b>Non-Departmental Accounts Total</b>	<b>13,247,000</b>	<b>5,687,240</b>	<b>14,954,880</b>	<b>9,267,640</b>	<b>14,131,120</b>
Reserve for Contingencies	3,100,000	155,860	675,000	519,140	800,000
<b>Total</b>	<b>39,121,120</b>	<b>16,928,610</b>	<b>37,812,880</b>	<b>20,884,310</b>	<b>35,258,680</b>



## Departmental Budgets General Fund Budget Summary

### General Fund Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
City Council	1,996,760	1,014,070	2,029,600	1,015,530	2,048,110
Office of the Mayor	597,700	303,450	530,560	227,110	526,110
Clerk of Council	743,120	357,770	747,690	389,920	740,080
City Manager	7,139,730	4,487,540	14,876,160	10,388,620	15,258,720
Citizen Complaint and Internal Audit	953,470	520,820	839,240	318,420	845,070
Trade and Development	5,779,120	2,969,460	5,648,130	2,678,670	5,813,660
Enterprise Technology Solutions	4,459,350	2,721,810	5,198,820	2,477,010	5,209,470
Finance	7,345,540	3,853,020	7,148,540	3,295,520	7,374,010
Fire	94,358,450	45,506,110	95,153,810	49,647,700	95,582,220
Health	20,128,510	10,614,400	19,713,840	9,099,440	21,078,190
Human Resources	1,922,450	855,360	1,911,330	1,055,970	1,922,140
Law	5,787,220	3,208,570	5,999,490	2,790,920	6,111,050
Parks	8,151,190	3,856,300	7,295,820	3,439,520	7,567,090
Planning and Buildings	5,752,600	2,976,050	6,013,860	3,037,810	6,165,300
Police	132,888,620	67,001,200	125,168,450	58,167,250	125,998,660
Public Services	19,963,240	8,779,770	18,399,930	9,620,160	18,827,350
Recreation	16,338,870	8,062,060	16,100,160	8,038,100	16,627,780
Transportation & Engineering	3,563,290	1,610,640	3,130,510	1,519,870	3,245,090
<b>Department Total</b>	<b>337,869,230</b>	<b>168,698,400</b>	<b>335,905,940</b>	<b>167,207,540</b>	<b>340,940,100</b>
Non-Departmental Benefits	10,651,270	3,552,220	9,756,890	6,204,670	8,616,260
Non-Departmental Accounts	12,334,900	5,311,580	14,340,070	9,028,490	13,475,400
Reserve for Contingencies	2,800,000	155,860	375,000	219,140	500,000
<b>Non-Departmental Budgets Total</b>	<b>25,786,170</b>	<b>9,019,660</b>	<b>24,471,960</b>	<b>15,452,300</b>	<b>22,591,660</b>
	<b>363,655,400</b>	<b>177,718,060</b>	<b>360,377,900</b>	<b>182,659,840</b>	<b>363,531,760</b>

# Departmental Budgets

## Approved Staffing Plan



### Approved Staffing Plan

	General Fund				Restricted Funds				All Funds			
	CY 2012	FY 2013	FY 2014	FY 2015	CY 2012	FY 2013	FY 2014	FY 2015	CY 2012	FY 2013	FY 2014	FY 2015
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	8.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	8.00
Clerk of Council	7.00	7.00	7.00	7.00	0.00	0.00	0.00	0.00	7.00	7.00	7.00	7.00
City Manager	40.01	48.63	163.00	163.00	17.99	8.37	13.75	13.75	58.00	57.00	176.75	176.75
Citizen Complaint and Internal Audit	9.73	10.00	9.00	9.00	0.27	0.00	0.00	0.00	10.00	10.00	9.00	9.00
Trade and Development	42.85	41.50	54.50	54.50	15.65	21.40	25.40	25.40	58.50	62.90	79.90	79.90
Enterprise Services	0.00	0.00	0.00	0.00	36.85	36.85	35.80	35.80	36.85	36.85	35.80	35.80
Enterprise Technology Solutions	29.00	49.00	46.75	46.75	71.00	50.00	47.80	46.80	100.00	99.00	94.55	93.55
Finance	73.48	71.49	68.67	68.73	34.57	31.46	32.09	32.03	108.05	102.95	100.76	100.76
Fire	845.00	825.00	823.00	823.00	1.00	1.00	1.00	1.00	846.00	826.00	824.00	824.00
Health	225.22	224.63	209.21	209.21	197.43	183.98	190.38	190.38	422.65	408.61	399.59	399.59
Human Resources	22.10	19.10	19.10	18.10	3.00	3.00	3.00	3.00	25.10	22.10	22.10	21.10
Law	61.20	61.20	58.20	58.20	8.00	8.00	8.00	8.00	69.20	69.20	66.20	66.20
Parks	119.83	126.83	125.83	125.83	66.40	67.40	65.40	65.40	186.23	194.23	191.23	191.23
Planning and Buildings	63.00	65.00	65.00	65.00	6.00	6.00	6.00	6.00	69.00	71.00	71.00	71.00
Police	1,341.00	1,349.00	1,155.00	1,155.00	0.00	0.00	0.00	0.00	1,341.00	1,349.00	1,155.00	1,155.00
Public Services	134.38	141.00	144.00	139.00	299.12	301.00	294.00	294.00	433.50	442.00	438.00	433.00
Recreation	262.54	271.27	260.25	263.35	148.84	147.26	141.79	141.79	411.38	418.53	402.04	405.14
Retirement	0.00	0.00	0.00	0.00	10.00	10.00	0.00	0.00	10.00	10.00	0.00	0.00
Sewers	0.00	0.00	0.00	0.00	764.08	770.00	721.46	747.46	764.08	770.00	721.46	747.46
Transportation & Engineering	24.86	13.65	21.00	21.00	148.50	159.35	150.40	150.40	173.36	173.00	171.40	171.40
Water Works	0.00	0.00	0.00	0.00	610.16	625.06	631.81	634.03	610.16	625.06	631.81	634.03
<b>Total</b>	<b>3,336.20</b>	<b>3,359.30</b>	<b>3,264.51</b>	<b>3,261.67</b>	<b>2,438.86</b>	<b>2,430.13</b>	<b>2,368.08</b>	<b>2,395.24</b>	<b>5,775.06</b>	<b>5,789.43</b>	<b>5,632.59</b>	<b>5,656.91</b>
Police Sworn	1,042.00	1,006.00	975.00	975.00	0.00	0.00	0.00	0.00	1,042.00	1,006.00	975.00	975.00
Fire Sworn	817.00	794.00	796.00	796.00	0.00	0.00	0.00	0.00	817.00	794.00	796.00	796.00
<b>Non-Sworn</b>	<b>1,477.20</b>	<b>1,559.30</b>	<b>1,493.51</b>	<b>1,490.67</b>	<b>2,438.86</b>	<b>2,430.13</b>	<b>2,368.08</b>	<b>2,395.24</b>	<b>3,916.06</b>	<b>3,989.43</b>	<b>3,861.59</b>	<b>3,885.91</b>



**Departmental Budgets**  
**FY 2014 Continuation Budget / FY 2014 Approved Budget Comparison**

**FY 2014 Continuation Budget / FY 2014 Approved Budget Comparison**

	FY 2014 Continuation Budget	FY 2014 Approved Budget	% Change FY 2014 App to FY 2014 Cont
Police	\$ 129,608,410	\$ 125,168,450	-3.4%
Fire	\$ 94,160,380	\$ 95,153,810	1.1%
<b>Public Safety Sub-Total</b>	<b>\$ 223,768,790</b>	<b>\$ 220,322,260</b>	<b>-1.5%</b>
Health	\$ 21,292,170	\$ 19,713,840	-7.4%
Public Services	\$ 18,114,390	\$ 18,399,930	1.6%
Recreation	\$ 17,249,530	\$ 16,100,160	-6.7%
City Manager's Office	\$ 18,351,290	\$ 14,876,160	-18.9%
Parks	\$ 8,502,460	\$ 7,295,820	-14.2%
Finance	\$ 7,695,680	\$ 7,148,540	-7.1%
Planning & Buildings	\$ 6,132,650	\$ 6,013,860	-1.9%
Law	\$ 6,331,890	\$ 5,999,490	-5.2%
Trade & Development	\$ 5,848,610	\$ 5,648,130	-3.4%
Enterprise Technology Solutions	\$ 5,491,500	\$ 5,198,820	-5.3%
Transportation & Engineering	\$ 3,411,880	\$ 3,130,510	-8.2%
City Council	\$ 2,120,890	\$ 2,029,600	-4.3%
Human Resources	\$ 2,022,100	\$ 1,911,330	-5.5%
Citizen Complaint & Internal Audit	\$ 954,060	\$ 839,240	-12.0%
Clerk of Council	\$ 791,510	\$ 747,690	-5.5%
Office of the Mayor	\$ 625,630	\$ 530,560	-15.2%
<b>Non-Public Safety Sub-Total</b>	<b>\$ 124,936,240</b>	<b>\$ 115,583,680</b>	<b>-7.5%</b>
Total Departmental Budgets	\$ 348,705,030	\$ 335,905,940	-3.7%
<b>Employee Benefits</b>	<b>\$ 10,185,200</b>	<b>\$ 9,756,890</b>	<b>-4.2%</b>
<b>Non-Departmental</b>	<b>\$ 14,181,853</b>	<b>\$ 14,715,070</b>	<b>3.8%</b>
<b>Total General Fund Budget</b>	<b>\$ 373,072,083</b>	<b>\$ 360,377,900</b>	<b>-3.4%</b>

# Departmental Budgets

## FY 2014 All Funds Operating Budget Summary by Type



### FY 2014 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	2,029,600	0	0	0	2,029,600
Office of the Mayor	530,560	0	0	0	530,560
Clerk of Council	747,690	0	0	0	747,690
City Manager	14,876,160	422,740	2,534,980	82,790	17,916,670
Citizen Complaint and Internal Audit	839,240	0	0	0	839,240
Trade and Development	5,648,130	0	319,100	1,379,680	7,346,910
Enterprise Services	0	15,602,210	0	0	15,602,210
Enterprise Technology Solutions	5,198,820	762,360	8,340,390	0	14,301,570
Finance	7,148,540	113,676,020	633,900	161,210	121,619,670
Fire	95,153,810	0	93,870	0	95,247,680
Health	19,713,840	5,579,460	14,854,680	0	40,147,980
Human Resources	1,911,330	315,220	0	0	2,226,550
Law	5,999,490	226,560	0	0	6,226,050
Parks	7,295,820	3,974,830	3,570,900	0	14,841,550
Planning and Buildings	6,013,860	67,500	6,480	423,320	6,511,160
Police	125,168,450	0	813,400	0	125,981,850
Public Services	18,399,930	19,067,690	75,580	0	37,543,200
Recreation	16,100,160	11,283,820	644,310	0	28,028,290
Sewers	0	230,495,680	0	0	230,495,680
Transportation & Engineering	3,130,510	7,622,490	515,380	0	11,268,380
Water Works	0	132,771,560	0	0	132,771,560
SORTA	0	48,875,000	0	0	48,875,000
<b>Department Total</b>	<b>335,905,940</b>	<b>590,743,140</b>	<b>32,402,970</b>	<b>2,047,000</b>	<b>961,099,050</b>
Non-Departmental Benefits	9,756,890	4,109,150	477,940	88,970	14,432,950
General Fund Overhead	0	6,968,910	481,140	300,000	7,750,050
Non-Departmental Accounts	14,340,070	100,000	0	514,810	14,954,880
Reserve for Contingencies	375,000	300,000	0	0	675,000
<b>Non-Departmental Budgets Total</b>	<b>24,471,960</b>	<b>11,478,060</b>	<b>959,080</b>	<b>903,780</b>	<b>37,812,880</b>
<b>Grand Total</b>	<b>360,377,900</b>	<b>602,221,200</b>	<b>33,362,050</b>	<b>2,950,780</b>	<b>998,911,930</b>



**Departmental Budgets**  
**FY 2015 All Funds Operating Budget Summary by Type**

**FY 2015 All Funds Operating Budget Summary by Type**

<b>Agency/Account</b>	<b>General Fund</b>	<b>Principal Restricted Funds</b>	<b>Other Restricted Funds</b>	<b>CDBG Funds</b>	<b>Total Operating</b>
City Council	2,048,110	0	0	0	2,048,110
Office of the Mayor	526,110	0	0	0	526,110
Clerk of Council	740,080	0	0	0	740,080
City Manager	15,258,720	437,550	2,230,920	84,220	18,011,410
Citizen Complaint and Internal Audit	845,070	0	0	0	845,070
Trade and Development	5,813,660	0	329,670	1,367,790	7,511,120
Enterprise Services	0	16,768,730	0	0	16,768,730
Enterprise Technology Solutions	5,209,470	787,590	8,528,510	0	14,525,570
Finance	7,374,010	93,187,440	662,210	166,100	101,389,760
Fire	95,582,220	0	98,220	0	95,680,440
Health	21,078,190	5,757,620	15,182,850	0	42,018,660
Human Resources	1,922,140	324,420	0	0	2,246,560
Law	6,111,050	237,300	0	0	6,348,350
Parks	7,567,090	4,046,220	3,594,690	0	15,208,000
Planning and Buildings	6,165,300	67,500	6,690	435,360	6,674,850
Police	125,998,660	0	175,650	0	126,174,310
Public Services	18,827,350	19,692,540	77,970	0	38,597,860
Recreation	16,627,780	10,852,760	662,440	0	28,142,980
Sewers	0	246,574,650	0	0	246,574,650
Transportation & Engineering	3,245,090	7,817,350	530,860	0	11,593,300
Water Works	0	137,907,780	0	0	137,907,780
SORTA	0	48,242,770	0	0	48,242,770
<b>Department Total</b>	<b>340,940,100</b>	<b>592,702,220</b>	<b>32,080,680</b>	<b>2,053,470</b>	<b>967,776,470</b>
Non-Departmental Benefits	8,616,260	3,641,030	231,720	88,500	12,577,510
General Fund Overhead	0	6,968,910	481,140	300,000	7,750,050
Non-Departmental Accounts	13,475,400	100,000	0	555,720	14,131,120
Reserve for Contingencies	500,000	300,000	0	0	800,000
<b>Non-Departmental Budgets Total</b>	<b>22,591,660</b>	<b>11,009,940</b>	<b>712,860</b>	<b>944,220</b>	<b>35,258,680</b>
<b>Grand Total</b>	<b>363,531,760</b>	<b>603,712,160</b>	<b>32,793,540</b>	<b>2,997,690</b>	<b>1,003,035,150</b>

# Departmental Budgets

## All Funds Capital Budget Summary



### All Funds Capital Budget Summary

Department	CY 2011	CY 2012	FY 2013/14	Change CY 2012 to FY 2013/14	FY 2015	Change FY 2013/14 to FY2015
City Manager	142,500	476,300	752,500	58.0%	665,600	-11.5%
Enterprise Services	998,300	1,473,000	460,000	-68.8%	230,000	-50.0%
Enterprise Tech. Solutions	764,600	736,500	1,718,800	133.4%	1,759,200	2.4%
Finance	78,000	283,000	10,000	-96.5%		-100.0%
Fire	366,900	381,400	1,257,600	229.7%	310,700	-75.3%
Health	328,300	350,300	391,900	11.9%	309,000	-21.2%
Law	90,000					
Parks	7,655,800	4,674,000	7,638,100	63.4%	2,792,700	-63.4%
Planning & Buildings	117,800	124,500	277,100	122.6%	81,700	-70.5%
Police			1,175,000			-100.0%
Public Services	9,985,100	12,289,300	33,899,300	175.8%	14,555,600	-57.1%
Recreation	4,360,200	4,656,300	7,162,600	53.8%	4,829,900	-32.6%
Sewers	211,764,000	249,372,800	308,274,600	23.6%	280,691,900	-8.9%
Trade & Development	8,518,300	7,527,300	11,511,600	52.9%	6,002,800	-47.9%
Transportation & Engineering	24,038,000	24,035,600	30,368,100	26.3%	22,601,900	-25.6%
Water Works	52,527,500	43,798,000	90,842,000	107.4%	50,292,000	-44.6%
<b>Total All Departments</b>	<b>\$321,735,300</b>	<b>\$350,178,300</b>	<b>\$495,739,200</b>	<b>41.6%</b>	<b>\$385,123,000</b>	<b>-22.3%</b>





**Consolidated Plan Budget Summary**

	<b>CY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% Change</b>	<b>% Change</b>
	<b>Approved</b>	<b>Stub Budget</b>	<b>Approved</b>	<b>FY 2013</b>	<b>FY 2012</b>
				<b>to FY 2014</b>	<b>to FY 2014</b>
Trade and Development	\$13,342,845	\$6,510,247	\$12,141,744	86.5%	-9.0%
Finance - Income Tax	\$6,800	\$2,000	\$0	-100.0%	-100.0%
Public Services	\$497,250	\$179,500	\$497,250	177.0%	0.0%
Police	\$85,000	\$42,500	\$85,000	100.0%	0.0%
Health	\$595,000	\$255,000	\$583,000	128.6%	-2.0%
Parks	\$85,000	\$42,500	\$85,000	100.0%	0.0%
<b>Total Departments</b>	<b>\$14,611,895</b>	<b>\$7,031,747</b>	<b>\$13,391,994</b>	<b>90.5%</b>	<b>-8.3%</b>
General Administration and Planning	\$2,749,905	\$1,158,747	\$2,750,134	137.3%	0.0%
Section 108 Debt Service	610,031	322,800	509,090	57.7%	-16.5%
<b>Grand Total</b>	<b>\$17,971,831</b>	<b>\$8,513,294</b>	<b>\$16,651,218</b>	<b>95.6%</b>	<b>-7.3%</b>

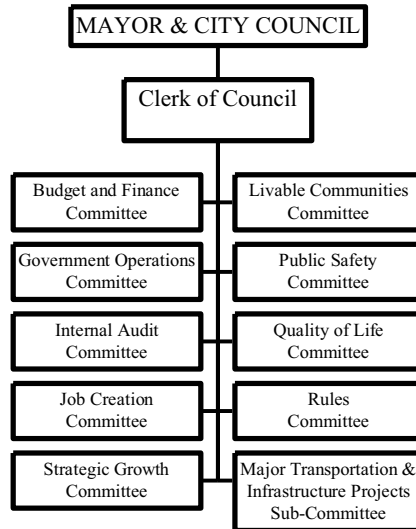


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## City Council

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,414,730	706,710	1,414,410	707,700	1,420,890
Employee Benefits	523,890	277,340	572,170	294,830	582,220
Other Expenses	58,140	30,020	43,020	13,010	45,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,029,600</b>	<b>1,015,540</b>	<b>2,048,110</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,029,600</b>	<b>1,015,540</b>	<b>2,048,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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.

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,414,730	706,710	1,414,410	707,700	1,420,890
Employee Benefits	523,890	277,340	572,170	294,830	582,220
Other Expenses	58,140	30,020	43,020	13,010	45,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,029,600</b>	<b>1,015,540</b>	<b>2,048,110</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,029,600</b>	<b>1,015,540</b>	<b>2,048,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services**

Budget	FTE	Fund	Description
1,032,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

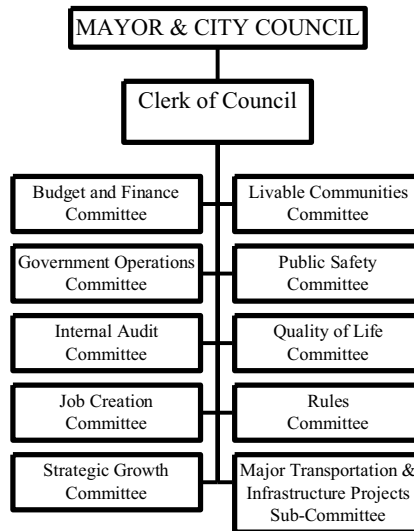
**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(18,000)	0.00	(18,000)	0.00	General Fund	This represents the reduction of the non-personnel budget for each councilmember.



## 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

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	440,220	219,450	398,510	179,060	403,350
Employee Benefits	119,540	62,330	102,710	40,380	94,610
Other Expenses	37,940	21,670	29,340	7,670	28,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>597,700</b>	<b>303,450</b>	<b>530,560</b>	<b>227,110</b>	<b>526,110</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>597,700</b>	<b>303,450</b>	<b>530,560</b>	<b>227,110</b>	<b>526,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

# 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.

**Goal:** To serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	440,220	219,450	398,510	179,060	403,350
Employee Benefits	119,540	62,330	102,710	40,380	94,610
Other Expenses	37,940	21,670	29,340	7,670	28,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>597,700</b>	<b>303,450</b>	<b>530,560</b>	<b>227,110</b>	<b>526,110</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>597,700</b>	<b>303,450</b>	<b>530,560</b>	<b>227,110</b>	<b>526,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
298,920	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(39,060)	0.00	(12,250)	0.00	General Fund	This represents a reduction in personnel costs for the Office of the Mayor.
(3,500)	0.00	(6,000)	0.00	General Fund	This represents a reduction to local travel expenses.

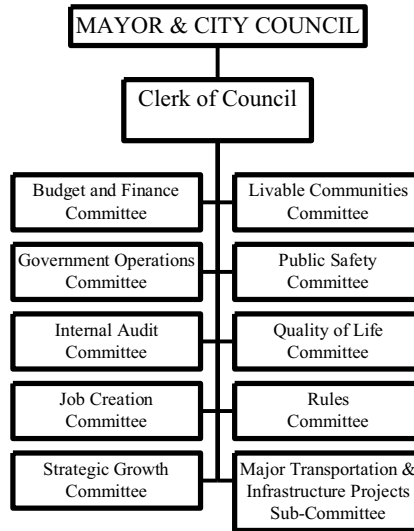
### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,600)	0.00	0	0.00	General Fund	This represents a reduction in personnel costs for the Office of the Mayor in Fiscal Year 2014.



## 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

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	314,760	156,380	331,380	175,000	334,670
Employee Benefits	164,900	88,960	160,890	71,930	168,140
Other Expenses	263,450	112,440	255,420	142,990	237,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>743,110</b>	<b>357,780</b>	<b>747,690</b>	<b>389,920</b>	<b>740,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>743,110</b>	<b>357,780</b>	<b>747,690</b>	<b>389,920</b>	<b>740,080</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	120	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00	7.00

# Departmental Budgets

Clerk of Council



## Department Programs

1. Clerk of Council

## Program Summaries

### Program 1: Clerk of Council

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	314,760	156,380	331,380	175,000	334,670
Employee Benefits	164,900	88,960	160,890	71,930	168,140
Other Expenses	263,450	112,440	255,420	142,990	237,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>743,110</b>	<b>357,780</b>	<b>747,690</b>	<b>389,920</b>	<b>740,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>743,110</b>	<b>357,780</b>	<b>747,690</b>	<b>389,920</b>	<b>740,080</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	120	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 Program Services

Budget	FTE	Fund	Description
410,520	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease caused by keeping a Deputy Clerk position vacant.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(12,000)	0.00	(12,000)	0.00	General Fund	This represents the reduction of non-personnel expenses in the Office of the Clerk of Council.





**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(8,710)	0.00	(36,000)	0.00	General Fund	This represents reductions to the Clerk of Council non personnel accounts.

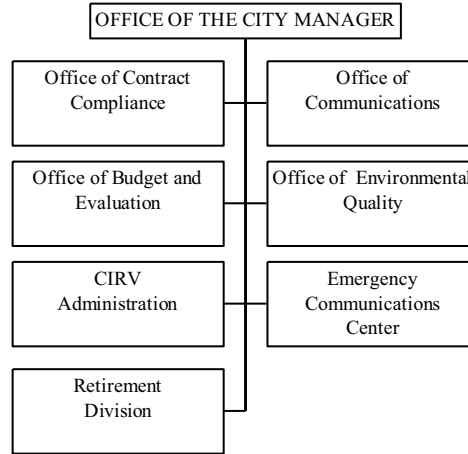


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## City Manager

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

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,270,890	1,660,500	8,943,030	7,282,530	8,954,250
Employee Benefits	1,155,400	631,260	3,994,270	3,363,010	4,018,970
Other Expenses	4,855,730	3,105,330	4,979,370	1,874,050	5,038,190
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>9,282,020</b>	<b>5,397,090</b>	<b>17,916,670</b>	<b>12,519,590</b>	<b>18,011,410</b>
Internal Service Funds	190,390	95,470	191,060	95,590	199,880
<b>Total</b>	<b>9,472,410</b>	<b>5,492,560</b>	<b>18,107,730</b>	<b>12,615,180</b>	<b>18,211,290</b>
Capital Projects	4,845,000	86,500	1,516,000	1,429,500	665,600
Consolidated Plan Projects	2,070,000	957,500	0	(957,500)	0
Program Revenue	3,051,000	1,475,000	4,800,000	3,325,000	4,800,000
Total Full-time Equivalent Positions	58.00	57.00	176.75	119.75	176.75



### Department Programs

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

### Program Summaries

#### Program 1: Retirement Division

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

**Goal:** To promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
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
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	9.75	9.75	9.75

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

Budget	FTE	Fund	Description
0	9.00	All Funds	The Department of Retirement was transferred from a standalone Department to the Retirement Division within the City Manager's Office. The Operating Budget for the Retirement Division program is development separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the staff of the Division are reflected here.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
10	0.75	0	0.75	Retirement	This increase transfers one Enterprise Technology Solutions Computer Systems Analyst to the Retirement Division.

**Performance Measures**

**Performance Objective**

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

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

# Departmental Budgets

## City Manager



### Program 2: Emergency Communications

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

**Goal:** The goal of the Emergency Communications Center is to enhance safety for residents, visitors, and businesses of Cincinnati and emergency response personnel through better utilization of resources via strategy implementation designed to prioritize, process, and disseminate information in a timely manner to appropriate units responsible for resolution of emergencies.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	6,484,750	6,484,750	6,343,590
Employee Benefits	0	0	3,046,780	3,046,780	2,993,010
Other Expenses	0	0	795,180	795,180	805,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>10,326,710</b>	<b>10,326,710</b>	<b>10,142,120</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>10,326,710</b>	<b>10,326,710</b>	<b>10,142,120</b>
Capital Projects	0	0	850,000	850,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	1,500,000	1,500,000	1,500,000
Total Full-time Equivalent Positions	0.00	0.00	130.00	130.00	130.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
10,889,130	130.00	All Funds	This program reflects an all funds increase due to the reorganization of the Emergency Communications Center to the City Manager's Office from the Police Department. The increase in FTE reflects the transfer of Emergency Communications personnel from the Police Department to the City Manager's Office.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(32,120)	0.00	(46,720)	0.00	General Fund	This represents a reduction in overtime.
(550)	0.00	2,050	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(385,810)	0.00	(399,690)	0.00	General Fund	This represents an increase in reimbursements from the 911 Cell Phone Fees Fund.
385,810	0.00	399,690	0.00	911 Cell Phone Fees	
(428,760)	0.00	(449,070)	0.00	General Fund	This represents a delay in filling a seven Emergency 911 Operator positions.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(76,030)	0.00	(80,400)	0.00	General Fund	This represents a delay in filling an Emergency Services Dispatch Supervisor position.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 9-1-1 calls answered in 10 seconds or less.	Percentage	78.00	90.00	90.00
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	77.11	90.00	90.00

# Departmental Budgets

## City Manager



### Program 3: Office of the City Manager

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	728,130	407,320	808,970	401,650	863,940
Employee Benefits	211,800	129,050	287,040	157,990	318,630
Other Expenses	94,200	41,230	72,650	31,420	72,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,034,130</b>	<b>577,600</b>	<b>1,168,660</b>	<b>591,060</b>	<b>1,254,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,034,130</b>	<b>577,600</b>	<b>1,168,660</b>	<b>591,060</b>	<b>1,254,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	9.00	1.00	9.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
519,660	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,240)	0.00	(16,010)	0.00	General Fund	This reduction represents an increase in personnel reimbursements from the Duke Energy Convention Center for work related to the convention center.
10,870	0.00	10,870	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
97,940	1.00	102,200	1.00	General Fund	This represents the transfer of an Administrative Specialist from the Economic Development Division to the Office of the City Manager.
(6,180)	0.00	(6,180)	0.00	General Fund	This represents the reduction of local travel expenses.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(14,590)	0.00	(17,810)	0.00	General Fund	This reduction will reduce funds allocated for various office expenses. A reduction in funds available for those expenses may reduce the communication of printed materials and negatively impact the completion of tasks in a timely and complete manner by City Manager's Office staff.





**Program 4: Economic Development Division**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	553,050	309,920	0	(309,920)	0
Employee Benefits	243,350	130,270	0	(130,270)	0
Other Expenses	933,410	575,000	0	(575,000)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,729,810</b>	<b>1,015,190</b>	<b>0</b>	<b>(1,015,190)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,729,810</b>	<b>1,015,190</b>	<b>0</b>	<b>(1,015,190)</b>	<b>0</b>
Capital Projects	4,368,700	0	0	0	0
Consolidated Plan Projects	2,070,000	957,500	0	(957,500)	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	19.00	0.00	(19.00)	0.00

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

Budget	FTE	Fund	Description
847,710	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(75,000)	0.00	(75,000)	0.00	General Fund	This represents a reduction to the Greater Cincinnati Chamber of Commerce.
(25,000)	0.00	(25,000)	0.00	General Fund	This represents the reduction of funding to the Greater Cincinnati Film Commission.
(50,000)	0.00	(50,000)	0.00	General Fund	This represents a reduction to the African American Chamber of Commerce.
(97,940)	(1.00)	(102,200)	(1.00)	General Fund	This represents the transfer of an Administrative Specialist from the Economic Development Division to the Office of the City Manager.
(698,870)	(15.00)	(697,520)	(15.00)	General Fund	This represents the transfer of Economic Development Division staff to the newly established Department of Trade and Development.
(104,430)	(3.00)	(102,950)	(3.00)	Community Dev Block Grant	
(3,000)	0.00	(3,000)	0.00	General Fund	This represents the reduction of local travel expenses.
(463,270)	0.00	(472,200)	0.00	General Fund	
(73,420)	0.00	(78,460)	0.00	Community Dev Block Grant	This represents the transfer of Economic Development Division nonpersonnel expenses to the newly established Department of Trade and Development.
(264,040)	0.00	(272,780)	0.00	Urban Dev Property Operations	

# Departmental Budgets

City Manager



## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	Percentage	52.00	100.00	100.00

### Performance Objective

Increase employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 500 citizens/clients who Economic Development provided technical service assistance/ issue resolution services to in the last year.	Percentage	7,258.00	100.00	100.00

### Performance Objective

Promote economic growth in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	Ratio	3:1	3:1	3:1



**Program 5: Office of Communications**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	411,770	210,990	296,040	85,050	308,430
Employee Benefits	162,770	96,760	128,380	31,620	137,150
Other Expenses	456,380	448,370	225,180	(223,190)	140,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,030,920</b>	<b>756,120</b>	<b>649,600</b>	<b>(106,520)</b>	<b>585,800</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,030,920</b>	<b>756,120</b>	<b>649,600</b>	<b>(106,520)</b>	<b>585,800</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,700,000	1,250,000	2,800,000	1,550,000	2,800,000
Total Full-time Equivalent Positions	6.00	6.00	5.00	(1.00)	5.00

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

Budget	FTE	Fund	Description
79,370	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,690)	0.00	(4,690)	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
(54,090)	(1.00)	(56,300)	(1.00)	General Fund	This represents the elimination of a Senior Administrative Specialist position, which is partially offset by the addition of a part-time position.
(20,210)	0.00	(20,210)	0.00	General Fund	This represents a reduction in the projected number of hours needed for "live" Closed Captioning services for City Council committee meetings as presented on CitiCable.
(2,940)	0.00	(2,940)	0.00	General Fund	This represents the reduction of local travel expenses.

# Departmental Budgets

## City Manager



### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(23,080)	0.00	(40,730)	0.00	General Fund	This reduction will reduce funds allocated for various nonpersonnel expenses. A reduction in funds available for those expenses may reduce the quality and frequency of communication and negatively impact the completion of tasks in a timely and complete manner by Office of Communications staff.
(80,640)	0.00	(85,110)	0.00	General Fund	This reduction represents the reimbursement of personnel costs to the General Fund from the Cable Access Channel Management Fund for a Video Production Specialist position.

### Performance Measures

#### Performance Objective

Resolve complaints received against Time Warner Cable.

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

#### Performance Objective

Improve departmental participation in electronic communications with the public.

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



**Program 6: Office of Budget and Evaluation**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	964,080	412,990	772,520	359,530	811,860
Employee Benefits	325,290	147,220	284,740	137,520	305,700
Other Expenses	168,220	45,780	102,290	56,520	153,770
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,457,590</b>	<b>605,990</b>	<b>1,159,550</b>	<b>553,570</b>	<b>1,271,330</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,457,590</b>	<b>605,990</b>	<b>1,159,550</b>	<b>553,570</b>	<b>1,271,330</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	13.00	12.00	12.00	0.00	12.00

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

Budget	FTE	Fund	Description
625,490	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expenses for the Biennial Economic Forecast, which is performed every other year. Resources for this purpose will not be necessary in FY 2014, but are needed in FY 2015.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(68,660)	0.00	(68,660)	0.00	General Fund	This reduction represents leaving a Management Analyst position vacant.

**Performance Measures**

**Performance Objective**

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

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

# Departmental Budgets

## City Manager



### Program 7: Office of Environmental Quality

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	265,460	143,100	224,110	81,010	237,490
Employee Benefits	79,800	46,380	83,860	37,480	90,280
Other Expenses	2,671,980	1,548,680	2,959,600	1,410,920	3,023,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,017,240</b>	<b>1,738,160</b>	<b>3,267,570</b>	<b>1,529,410</b>	<b>3,350,840</b>
Internal Service Funds	190,390	95,470	191,060	95,590	199,880
<b>Total</b>	<b>3,207,630</b>	<b>1,833,630</b>	<b>3,458,630</b>	<b>1,625,000</b>	<b>3,550,720</b>
Capital Projects	476,300	86,500	666,000	579,500	665,600
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	351,000	225,000	500,000	275,000	500,000
Total Full-time Equivalent Positions	6.00	6.00	5.00	(1.00)	5.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,803,200	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,750)	0.00	(16,270)	0.00	General Fund	This reduction will reduce hours for a temporary position that supports the field operations associated with the Curbside Recycling Program and the City's internal recycling program at various City facilities.
(2,260)	0.00	(2,260)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(50,000)	0.00	(51,650)	0.00	General Fund	This will eliminate the Urban Agriculture program, which focuses on eliminating food deserts within the city of Cincinnati.
(175,020)	(1.00)	(176,480)	(1.00)	General Fund	This will significantly reduce the Energy Management program, which includes the elimination of a vacant Energy Manager position and reduction of a contract with the Greater Cincinnati Energy Alliance to provide low cost home energy audits for city residents.
(26,620)	0.00	(27,700)	0.00	General Fund	This reduces administrative support and includes reductions to miscellaneous non-personnel items such as travel, training, telephones, and subscriptions and memberships.
(2,940)	0.00	(2,940)	0.00	General Fund	This represents the reduction of local travel expenses.



**Performance Measures**

**Performance Objective**

Provide city-wide environmental outreach and communication.

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

**Performance Objective**

Enhance city-wide energy management and climate protection practices.

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

**Performance Objective**

Promote a green fleet throughout the City.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve a 1% reduction in City government fuel usage each year by operating vehicles in a fuel efficient manner.	Yes/No	Yes	Yes	Yes

**Performance Objective**

Promote environmental regulatory compliance throughout the City.

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

# Departmental Budgets

## City Manager



### Program 8: Office of Contract Compliance

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

**Goal:** Ensure proper compliance to City contracts.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	338,390	172,390	347,730	175,340	379,760
Employee Benefits	132,390	79,530	159,380	79,850	169,980
Other Expenses	130,230	137,760	257,470	119,710	257,760
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>601,010</b>	<b>389,680</b>	<b>764,580</b>	<b>374,900</b>	<b>807,500</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>601,010</b>	<b>389,680</b>	<b>764,580</b>	<b>374,900</b>	<b>807,500</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
366,650	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(40,240)	0.00	(35,970)	0.00	General Fund	This represents the transfer of eligible personnel and employee benefit expenses from the General Fund into the Income Tax-Infrastructure Fund.
40,240	0.00	35,970	0.00	Income Tax-Infrastructure	

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(14,950)	0.00	0	0.00	General Fund	This reduction in technical support services provided by third party information technology (IT) consultants may result in increased time spent by City staff addressing information technology issues.
23,410	0.00	23,410	0.00	Income Tax-Infrastructure	This represents an increase in temporary personnel during the implementation of a system to automate prevailing wage monitoring and Small Business Enterprise program compliance. The temporary personnel will no longer be necessary once the new system is operational.





**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of four Outreach Activities to SBE vendors completed.	Percentage	100.00	100.00	100.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	Percentage	100.00	100.00	100.00

**Performance Objective**

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

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

# Departmental Budgets

City Manager



## Program 9: CIRV Administration

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	10,000	3,790	8,910	5,120	9,180
Employee Benefits	0	2,050	4,090	2,040	4,220
Other Expenses	401,310	308,500	567,000	258,500	585,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>411,310</b>	<b>314,340</b>	<b>580,000</b>	<b>265,660</b>	<b>598,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>411,310</b>	<b>314,340</b>	<b>580,000</b>	<b>265,660</b>	<b>598,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
315,670	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in program management costs.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(50,000)	0.00	(50,000)	0.00	General Fund	This represents a reduction in funding for a third party agency to provide social services to the Cincinnati Initiative to Reduce Violence (CIRV) program. The CIRV program would not be able to benefit from the collaborative effort with the social services agency to provide assistance to individuals who may be at risk for violence.

## Performance Measures

### Performance Objective

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

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



**Performance Objective**

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

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

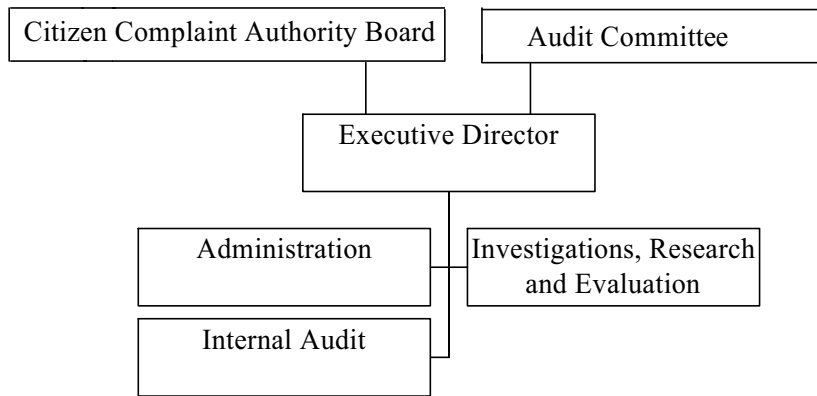


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## Citizen Complaint and Internal Audit

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	668,270	337,000	567,960	230,960	558,340
Employee Benefits	253,240	157,800	215,840	58,040	210,280
Other Expenses	54,910	26,030	55,440	29,410	76,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>976,420</b>	<b>520,830</b>	<b>839,240</b>	<b>318,410</b>	<b>845,070</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>976,420</b>	<b>520,830</b>	<b>839,240</b>	<b>318,410</b>	<b>845,070</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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

## Departmental Budgets

### Citizen Complaint and Internal Audit



## Department Programs

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

## Program Summaries

### Program 1: Investigations, Research, and Evaluation

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	168,130	105,830	106,400	570	70,210
Employee Benefits	48,780	22,930	39,300	16,370	17,820
Other Expenses	16,570	8,230	25,550	17,320	48,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>233,480</b>	<b>136,990</b>	<b>171,250</b>	<b>34,260</b>	<b>136,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>233,480</b>	<b>136,990</b>	<b>171,250</b>	<b>34,260</b>	<b>136,350</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	2.00	(1.00)	2.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
123,470	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(89,180)	(1.00)	(114,730)	(1.00)	General Fund	This decrease is primarily due the elimination of the Chief Investigator position after September 1, 2013.



## Performance Measures

### Performance Objective

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

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

## Departmental Budgets

### Citizen Complaint and Internal Audit



#### Program 2: Administration

**Description:** To provide administrative support to the investigative staff.

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	211,250	110,590	219,360	108,770	233,460
Employee Benefits	77,940	73,680	64,450	(9,230)	72,330
Other Expenses	27,220	8,950	15,820	6,870	15,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>316,410</b>	<b>193,220</b>	<b>299,630</b>	<b>106,410</b>	<b>320,940</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>316,410</b>	<b>193,220</b>	<b>299,630</b>	<b>106,410</b>	<b>320,940</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
106,440	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefits.

## Performance Measures

### Performance Objective

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

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





**Program 3: Internal Audit**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	288,890	120,570	242,200	121,630	254,670
Employee Benefits	126,510	61,190	112,090	50,900	120,130
Other Expenses	11,120	8,850	14,070	5,220	12,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>426,520</b>	<b>190,610</b>	<b>368,360</b>	<b>177,750</b>	<b>387,780</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>426,520</b>	<b>190,610</b>	<b>368,360</b>	<b>177,750</b>	<b>387,780</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services**

Budget	FTE	Fund	Description
179,500	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

**Performance Measures**

**Performance Objective**

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

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

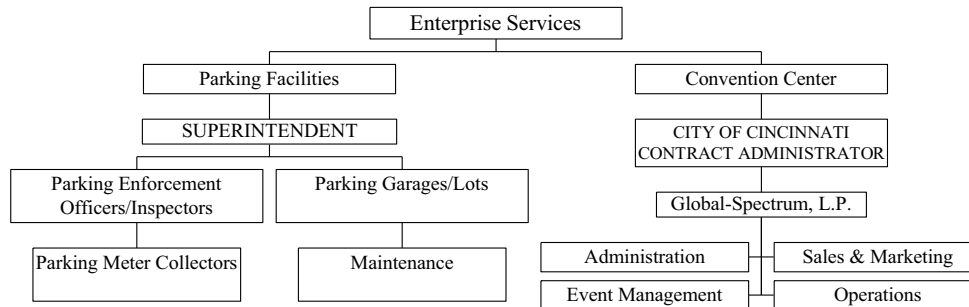


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## Enterprise Services

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,494,740	799,180	1,658,730	859,550	1,689,200
Employee Benefits	716,390	416,280	843,750	427,470	882,660
Other Expenses	11,015,710	6,001,860	11,793,840	5,791,990	12,131,240
Properties	0	0	0	0	0
Debt Service	446,770	271,600	1,305,890	1,034,300	2,065,630
<b>Operating Total</b>	<b>13,673,610</b>	<b>7,488,920</b>	<b>15,602,210</b>	<b>8,113,310</b>	<b>16,768,730</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>13,673,610</b>	<b>7,488,920</b>	<b>15,602,210</b>	<b>8,113,310</b>	<b>16,768,730</b>
Capital Projects	1,473,000	230,000	330,000	100,000	330,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	16,470,915	8,683,434	16,834,691	8,151,257	16,751,385
Total Full-time Equivalent Positions	36.85	36.85	35.80	(1.05)	35.80

# Departmental Budgets

## Enterprise Services



### Department Programs

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

### Program Summaries

#### Program 1: Duke Energy Convention Center

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	49,000	25,900	59,330	33,430	62,300
Employee Benefits	20,150	11,900	27,260	15,370	28,620
Other Expenses	7,008,780	4,023,510	7,485,470	3,461,960	7,695,020
Properties	0	0	0	0	0
Debt Service	72,050	35,580	70,360	34,790	68,800
<b>Operating Total</b>	<b>7,149,980</b>	<b>4,096,890</b>	<b>7,642,420</b>	<b>3,545,550</b>	<b>7,854,740</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>7,149,980</b>	<b>4,096,890</b>	<b>7,642,420</b>	<b>3,545,550</b>	<b>7,854,740</b>
Capital Projects	230,000	230,000	230,000	0	230,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,266,120	4,562,130	7,795,640	3,233,510	7,712,340
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

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

Budget	FTE	Fund	Description
3,530,300	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase also results from accounting changes that will no longer allow certain expenses to be paid from prior year allocations. These expenses are included as an increase to the program budget.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
15,240	0.00	16,010	0.00	Convention Center	This represents an increase in reimbursement expenses to the City Manager's Office related to Duke Energy Convention Center management oversight.



**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	Whole Number	4.54	4.50	4.50

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Fund balance as a percent of revenue.	Percentage	28.50	5.00	5.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	Percentage	11.60	4.00	4.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	Percentage	44.30	30.00	30.00

## Departmental Budgets

### Enterprise Services



#### Program 2: On-Street Parking

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	844,510	447,590	902,500	454,910	919,790
Employee Benefits	447,370	265,880	534,000	268,120	557,180
Other Expenses	491,910	332,090	658,860	326,770	669,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,783,790</b>	<b>1,045,560</b>	<b>2,095,360</b>	<b>1,049,800</b>	<b>2,146,410</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,783,790</b>	<b>1,045,560</b>	<b>2,095,360</b>	<b>1,049,800</b>	<b>2,146,410</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,159,200	4,121,300	9,039,050	4,917,750	9,039,050
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00	22.00

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

Budget	FTE	Fund	Description
1,048,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in data processing.

#### Performance Measures

##### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of repairs completed within 48 hours.	Percentage	100.00	100.00	100.00



**Program 3: Off-Street Parking**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	324,910	204,050	323,080	119,030	325,310
Employee Benefits	163,360	100,260	142,620	42,360	148,570
Other Expenses	3,435,700	1,619,530	3,598,070	1,978,540	3,713,950
Properties	0	0	0	0	0
Debt Service	374,720	236,020	1,235,530	999,510	1,996,830
<b>Operating Total</b>	<b>4,298,690</b>	<b>2,159,860</b>	<b>5,299,300</b>	<b>3,139,440</b>	<b>6,184,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,298,690</b>	<b>2,159,860</b>	<b>5,299,300</b>	<b>3,139,440</b>	<b>6,184,660</b>
Capital Projects	1,243,000	0	100,000	100,000	100,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,045,600	0	0	0	0
Total Full-time Equivalent Positions	10.85	10.85	9.80	(1.05)	9.80

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

Budget	FTE	Fund	Description
2,050,960	(1.05)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in reimbursements, contractual services, and the elimination of one vacant full-time Parking Attendant position.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
1,086,170	0.00	1,864,390	0.00	Parking System Facilities	This represents an increase for debt service payments and garage management for the new U-Square garage project located near the University of Cincinnati gateway.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Turnover ratio.	Ratio	1.24:1	1.22:1	1.22:1

## Departmental Budgets

### Enterprise Services



#### Program 4: Parking Business Services

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	276,330	121,640	373,820	252,180	381,800
Employee Benefits	85,520	38,240	139,870	101,630	148,290
Other Expenses	79,320	26,730	51,440	24,710	52,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>441,170</b>	<b>186,610</b>	<b>565,130</b>	<b>378,520</b>	<b>582,920</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>441,170</b>	<b>186,610</b>	<b>565,130</b>	<b>378,520</b>	<b>582,920</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
377,020	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in anticipated reimbursements to the Economic Development Division.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of special event parking applications processed within 24 hours of receipt.	Percentage	100.00	100.00	100.00

### Performance Objective

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

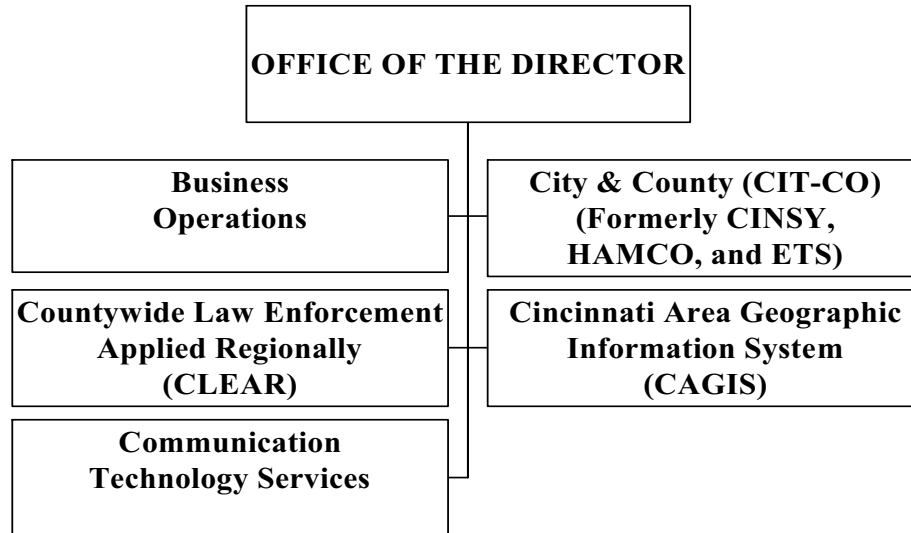
Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage response to customer service requests within 24 hours.	Percentage	100.00	100.00	100.00





## Enterprise Technology Solutions

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	5,304,370	2,976,500	5,655,950	2,679,450	5,640,350
Employee Benefits	2,471,730	1,228,690	2,386,790	1,158,100	2,503,720
Other Expenses	7,534,710	3,046,250	6,222,830	3,176,580	6,345,500
Properties	76,800	18,000	36,000	18,000	36,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>15,387,610</b>	<b>7,269,440</b>	<b>14,301,570</b>	<b>7,032,130</b>	<b>14,525,570</b>
Internal Service Funds	1,431,150	1,976,870	3,659,870	1,683,000	3,761,260
<b>Total</b>	<b>16,818,760</b>	<b>9,246,310</b>	<b>17,961,440</b>	<b>8,715,130</b>	<b>18,286,830</b>
Capital Projects	736,500	0	1,718,800	1,718,800	1,759,200
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	150,000	40,000	123,000	83,000	123,000
Total Full-time Equivalent Positions	100.00	99.00	94.55	(4.45)	93.55



**Department Programs**

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

**Program Summaries**

**Program 1: ETS Administration**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	367,740	67,290	308,780	241,490	273,000
Employee Benefits	286,160	44,330	148,190	103,860	150,260
Other Expenses	186,560	181,690	303,440	121,760	313,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>840,460</b>	<b>293,310</b>	<b>760,410</b>	<b>467,110</b>	<b>736,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>840,460</b>	<b>293,310</b>	<b>760,410</b>	<b>467,110</b>	<b>736,320</b>
Capital Projects	87,500	0	56,300	56,300	105,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	150,000	40,000	80,000	40,000	80,000
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)	9.00

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

Budget	FTE	Fund	Description
589,710	0.00	All Funds	The ETS Administration Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase necessary to offset the loss of revenue from Hamilton County.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(96,070)	(1.00)	(98,280)	(1.00)	General Fund	This reduction will eliminate a vacant Supervising Management Analyst position within the Administrative Section of ETS. The tasks have been absorbed by remaining staff.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents reimbursement of IT Security staff salaries from eligible Capital projects. This will result in limited resources for the upgrade and modernization of the existing information security infrastructure.

**Performance Measures**

**Performance Objective**

Ensure payment of responsive vendor invoices within 14 days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of CFS transactions entered for payment of a responsive invoice within 14 days of receipt.	Percentage	0.00	95.00	95.00

## Departmental Budgets

### Enterprise Technology Solutions



#### Program 2: CLEAR Operations

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,216,880	665,180	1,155,340	490,160	1,155,190
Employee Benefits	434,580	266,420	467,130	200,710	481,500
Other Expenses	2,493,130	1,413,310	2,839,860	1,426,550	2,895,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,144,590</b>	<b>2,344,910</b>	<b>4,462,330</b>	<b>2,117,420</b>	<b>4,532,550</b>
Internal Service Funds	435,590	82,670	96,770	14,100	97,760
<b>Total</b>	<b>4,580,180</b>	<b>2,427,580</b>	<b>4,559,100</b>	<b>2,131,520</b>	<b>4,630,310</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	21.00	19.00	16.00	(3.00)	15.00

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

Budget	FTE	Fund	Description
2,311,810	(1.00)	All Funds	The CLEAR Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, which is offset by a decrease in FTE primarily due to the elimination of a of one vacant Senior Computer/ Programmer Analyst position as well as the introduction of position vacancy savings related to a Computer Systems Analyst position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(69,160)	(1.00)	(70,800)	(1.00)	Regional Computer Center	This reduction will transfer an Information Technology Coordinator position to the CTS Operations program.
(194,560)	(1.00)	(287,900)	(2.00)	CLEAR	This reduction eliminates one vacant Senior Computer Programmer/ Analyst, introduces partial position vacancy savings to a Computer Systems Analyst position, and reduces non-personnel costs for Data Processing by RCC and Computer Peripherals in order to align expenditures with available resources. The Computer Systems Analyst position is fully eliminated in FY 2015.



## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of audits with positive compliance findings.	Percentage	100.00	95.00	95.00

## 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.

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,420,110	732,950	1,529,070	796,120	1,582,060
Employee Benefits	491,150	283,700	632,000	348,300	676,450
Other Expenses	2,763,850	1,168,060	2,443,350	1,275,290	2,489,040
Properties	76,800	18,000	36,000	18,000	36,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,751,910</b>	<b>2,202,710</b>	<b>4,640,420</b>	<b>2,437,710</b>	<b>4,783,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,751,910</b>	<b>2,202,710</b>	<b>4,640,420</b>	<b>2,437,710</b>	<b>4,783,550</b>
Capital Projects	76,200	0	58,500	58,500	59,450
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	18.00	19.00	1.00	19.00

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

Budget	FTE	Fund	Description
2,299,280	0.00	All Funds	The Cincinnati Area Geographical Information System (CAGIS) Consortium Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
138,270	1.00	144,600	1.00	Cinti Area Geographic Info Sys	This increase represents the transfer of one Information Technology Assistant Manager from Metropolitan Sewer District to the Department of Enterprise Technology Solutions.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Implement at least 10 workflow improvements each year.	Whole Number	10.00	10.00	10.00



**Program 4: CIT-CO Operations**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,709,220	951,760	1,558,570	606,810	1,543,100
Employee Benefits	605,490	381,930	666,370	284,440	698,080
Other Expenses	311,570	96,880	153,890	57,010	157,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,626,280</b>	<b>1,430,570</b>	<b>2,378,830</b>	<b>948,260</b>	<b>2,398,780</b>
Internal Service Funds	906,760	527,930	773,280	245,350	779,420
<b>Total</b>	<b>3,533,040</b>	<b>1,958,500</b>	<b>3,152,110</b>	<b>1,193,610</b>	<b>3,178,200</b>
Capital Projects	256,800	0	1,267,300	1,267,300	1,383,550
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	28.00	25.55	(2.45)	25.55

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

Budget	FTE	Fund	Description
974,950	(0.70)	All Funds	The CIT-CO (City-County) Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in available reimbursements from capital projects. An additional reduction is due to the transfer of an Information Technology Assistant Manager position to the RCC Fund 702, which also accounts for the 0.7 FTE decrease.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents the reimbursement of a portion of the EGov section staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's Internet and Intranet presence infrastructure.
(95,970)	(1.00)	(100,890)	(1.00)	Regional Computer Center	This reduction transfers one Computer Science Analyst from Enterprise Technology Solutions to the Department of Public Services.
(99,030)	(0.75)	(101,180)	(0.75)	Regional Computer Center	This reduction transfers one Enterprise Technology Solutions Computer Systems Analyst to the Retirement Division.



**Performance Measures**

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Amount of savings due to increased efficiencies/deployments.	Dollar Amount	0.00	25,000.00	25,000.00





### Program 5: CTS Operations

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	590,410	559,300	1,104,190	544,890	1,087,000
Employee Benefits	654,340	252,300	473,100	220,800	497,430
Other Expenses	1,779,600	186,320	482,290	295,980	489,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,024,350</b>	<b>997,920</b>	<b>2,059,580</b>	<b>1,061,670</b>	<b>2,074,370</b>
Internal Service Funds	88,790	1,366,270	2,789,820	1,423,550	2,884,080
<b>Total</b>	<b>3,113,140</b>	<b>2,364,190</b>	<b>4,849,400</b>	<b>2,485,220</b>	<b>4,958,450</b>
Capital Projects	316,000	0	336,700	336,700	210,300
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	43,000	43,000	43,000
Total Full-time Equivalent Positions	25.00	24.00	25.00	1.00	25.00

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

Budget	FTE	Fund	Description
1,088,380	0.00	All Funds	The CTS Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to data line expenses.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
69,160	1.00	70,800	1.00	Regional Computer Center	This increase will transfer an Information Technology Coordinator position from the CLEAR program.
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Networks staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's fiber network and telephone infrastructure.

### Performance Measures

#### Performance Objective

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

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

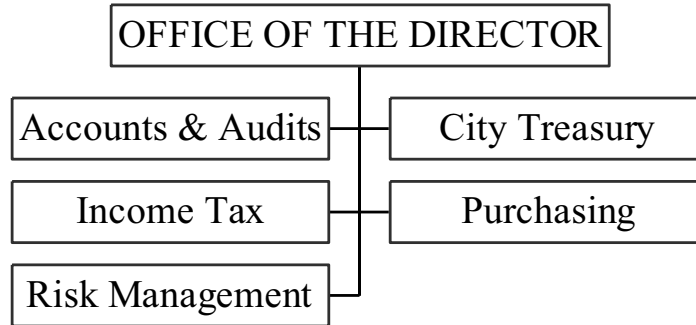


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## Finance

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	5,150,680	2,597,500	4,830,850	2,233,350	4,973,040
Employee Benefits	2,193,650	1,177,650	2,222,080	1,044,430	2,361,480
Other Expenses	3,427,220	1,660,010	4,066,740	2,406,730	4,055,240
Properties	0	0	0	0	0
Debt Service	93,000,500	30,000,250	110,500,000	80,499,750	90,000,000
<b>Operating Total</b>	<b>103,772,050</b>	<b>35,435,410</b>	<b>121,619,670</b>	<b>86,184,260</b>	<b>101,389,760</b>
Internal Service Funds	4,542,020	2,138,130	4,014,050	1,875,920	4,056,070
<b>Total</b>	<b>108,314,070</b>	<b>37,573,540</b>	<b>125,633,720</b>	<b>88,060,180</b>	<b>105,445,830</b>
Capital Projects	283,000	0	10,000	10,000	0
Consolidated Plan Projects	6,800	2,000	2,000	0	2,000
Program Revenue	27,135,718	13,800,197	276,188,260	262,388,063	281,765,203
Total Full-time Equivalent Positions	108.05	102.95	100.76	(2.19)	100.76

# 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.

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	319,620	174,540	320,450	145,910	335,010
Employee Benefits	91,600	53,800	103,280	49,480	113,330
Other Expenses	19,440	7,130	18,960	11,830	19,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>430,660</b>	<b>235,470</b>	<b>442,690</b>	<b>207,220</b>	<b>467,570</b>
Internal Service Funds	10,890	1,080	10,520	9,440	11,520
<b>Total</b>	<b>441,550</b>	<b>236,550</b>	<b>453,210</b>	<b>216,660</b>	<b>479,090</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
208,720	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,000)	0.00	(1,000)	0.00	General Fund	This represents a reduction of local travel expenses.



## Performance Measures

### Performance Objective

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

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

# Departmental Budgets



## Finance

### Program 2: Financial Reporting and Monitoring

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,157,510	683,030	1,186,130	503,100	1,224,040
Employee Benefits	487,560	310,900	526,320	215,420	557,180
Other Expenses	501,490	200,860	419,540	218,680	433,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,146,560</b>	<b>1,194,790</b>	<b>2,131,990</b>	<b>937,200</b>	<b>2,214,530</b>
Internal Service Funds	8,650	0	0	0	0
<b>Total</b>	<b>2,155,210</b>	<b>1,194,790</b>	<b>2,131,990</b>	<b>937,200</b>	<b>2,214,530</b>
Capital Projects	236,400	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	750	0	0	0	0
Total Full-time Equivalent Positions	19.29	18.15	18.01	(0.14)	18.01

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,091,070	1.86	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The FTE increase is due to the additional FTE necessary to assist with the Fiscal Year change.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(85,830)	(1.00)	(74,280)	(1.00)	General Fund	This will eliminate one vacant Senior Accountant position that was added to assist with the preparation for the City's fiscal year change.
(65,270)	(1.00)	(66,470)	(1.00)	General Fund	This represents the elimination of a Clerk 3 position.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,810)	0.00	(9,350)	0.00	General Fund	This represents employee benefits savings.



**Performance Measures**

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review (CAFR).	Yes/No	Yes	Yes	Yes

## Departmental Budgets



### Finance

#### Program 3: Payroll Preparation

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	136,930	56,600	114,300	57,700	118,460
Employee Benefits	51,030	21,300	44,720	23,420	48,450
Other Expenses	6,630	2,760	6,900	4,140	7,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>194,590</b>	<b>80,660</b>	<b>165,920</b>	<b>85,260</b>	<b>174,060</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>194,590</b>	<b>80,660</b>	<b>165,920</b>	<b>85,260</b>	<b>174,060</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
85,310	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### Performance Measures

##### Performance Objective

To issue all payroll checks on the established pay dates.

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





**Program 4: Debt Management**

**Description:** Manages general obligation debt repayment.

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	158,490	80,810	166,150	85,340	192,620
Employee Benefits	79,200	43,780	87,740	43,960	104,790
Other Expenses	1,690,610	872,900	2,361,100	1,488,210	2,312,830
Properties	0	0	0	0	0
Debt Service	93,000,500	30,000,250	110,500,000	80,499,750	90,000,000
<b>Operating Total</b>	<b>94,928,800</b>	<b>30,997,740</b>	<b>113,114,990</b>	<b>82,117,260</b>	<b>92,610,240</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>94,928,800</b>	<b>30,997,740</b>	<b>113,114,990</b>	<b>82,117,260</b>	<b>92,610,240</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	19,946,970	10,215,100	20,532,150	10,317,050	20,840,060
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

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

Budget	FTE	Fund	Description
65,308,040	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in fees and charges related to debt service.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
16,809,450	0.00	(3,740,090)	0.00	Bond Retirement	This represents additional debt issuance costs that are necessary due to the redemption of bond anticipation notes issued for the 2013 Fiscal Year.

**Performance Measures**

**Performance Objective**

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

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

# Departmental Budgets



## Finance

### Program 5: Treasury Operations

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	569,070	279,640	483,890	204,250	523,740
Employee Benefits	275,440	134,470	233,700	99,230	261,230
Other Expenses	361,460	167,460	429,380	261,920	410,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,205,970</b>	<b>581,570</b>	<b>1,146,970</b>	<b>565,400</b>	<b>1,195,930</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,205,970</b>	<b>581,570</b>	<b>1,146,970</b>	<b>565,400</b>	<b>1,195,930</b>
Capital Projects	46,600	0	10,000	10,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	4,088,000	1,935,100	5,342,260	3,407,160	5,342,260
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)	9.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
572,070	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and to the consolidation of multiple programs into the Treasury Operations program. The FTE decrease is due to the elimination of a Cashier position that will no longer be needed after implementation of the parking lease and modernization agreement.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(28,590)	0.00	(29,250)	0.00	General Fund	This represents restoration of personnel and non-personnel resources for the Parking System Facilities Fund that were eliminated in 2013 in preparation for the parking lease and modernization agreement.
127,170	1.00	128,970	1.00	Parking System Facilities	
(75,470)	(1.00)	(81,240)	(1.00)	General Fund	This represents the elimination of the Delinquent Accounts program, which may negatively impact revenue collection.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(29,910)	0.00	0	0.00	General Fund	This represents position vacancy savings for an Accounting Technician 3 position for a portion of the year during FY 2014.



**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	Yes/No	Yes	Yes	Yes

**Performance Objective**

To increase the number of vendor payments made electronically.

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

**Performance Objective**

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

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

**Performance Objective**

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

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

**Performance Objective**

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

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

## Departmental Budgets



### Finance

#### Program 6: Risk Management

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	131,730	135,950	138,060	2,110	142,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>131,730</b>	<b>135,950</b>	<b>138,060</b>	<b>2,110</b>	<b>142,630</b>
Internal Service Funds	1,910,190	1,026,210	1,863,610	837,400	1,892,390
<b>Total</b>	<b>2,041,920</b>	<b>1,162,160</b>	<b>2,001,670</b>	<b>839,510</b>	<b>2,035,020</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	700,000	650,000	1,300,000	650,000	1,400,000
Total Full-time Equivalent Positions	14.00	14.00	14.00	0.00	14.00

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

Budget	FTE	Fund	Description
2,110	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is partially offset by reductions in rent and subscriptions and memberships.

#### Performance Measures

##### Performance Objective

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

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

##### Performance Objective

To effectively manage the City's Workers Compensation Program.

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



**Performance Objective**

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

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

# Departmental Budgets



## Finance

### Program 7: Income Tax

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,218,370	1,031,440	1,936,410	904,970	1,946,290
Employee Benefits	964,350	472,810	921,250	448,440	958,480
Other Expenses	598,900	220,380	575,930	355,550	605,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,781,620</b>	<b>1,724,630</b>	<b>3,433,590</b>	<b>1,708,960</b>	<b>3,509,940</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,781,620</b>	<b>1,724,630</b>	<b>3,433,590</b>	<b>1,708,960</b>	<b>3,509,940</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	6,800	2,000	2,000	0	2,000
Program Revenue	0	0	246,933,850	246,933,850	251,902,880
Total Full-time Equivalent Positions	39.75	35.80	34.75	(1.05)	34.75

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,822,480	(0.05)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a reduction in hours for a part-time position.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(85,830)	(1.00)	(89,910)	(1.00)	General Fund	This represents the elimination of a Senior Accountant position.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(16,710)	0.00	(18,720)	0.00	General Fund	This represents a reduction in Enterprise Technology Services expenses.
(10,640)	0.00	(80,400)	0.00	General Fund	This represents partial year position vacancy savings in FY 2014 and full year position vacancy savings in FY 2015 for a vacant Accountant position.
0	0.00	(51,040)	0.00	General Fund	This represents savings from an Accountant position that will be left vacant for part of FY 2015.



**Performance Measures**

**Performance Objective**

To provide timely and effective customer service.

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

# 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.

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	590,700	291,440	623,520	332,080	632,880
Employee Benefits	244,480	140,590	305,070	164,480	318,020
Other Expenses	116,960	52,580	116,870	64,290	123,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>952,140</b>	<b>484,610</b>	<b>1,045,460</b>	<b>560,850</b>	<b>1,074,860</b>
Internal Service Funds	86,860	0	0	0	0
<b>Total</b>	<b>1,039,000</b>	<b>484,610</b>	<b>1,045,460</b>	<b>560,850</b>	<b>1,074,860</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	80,000	80,000	80,000
Total Full-time Equivalent Positions	11.01	11.00	11.00	0.00	11.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
560,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

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

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





**Program 9: Printing and Stores**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
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
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	2,525,430	1,110,830	2,139,920	1,029,090	2,152,160
<b>Total</b>	<b>2,525,430</b>	<b>1,110,830</b>	<b>2,139,920</b>	<b>1,029,090</b>	<b>2,152,160</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,400,000	1,000,000	2,000,000	1,000,000	2,200,000
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

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

Budget	FTE	Fund	Description
0	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in postage and supplies costs.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(290,840)	0.00	(376,680)	0.00	Reproduction And Printing	This reflects a decrease in postage and supplies resources.

**Performance Measures**

**Performance Objective**

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

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

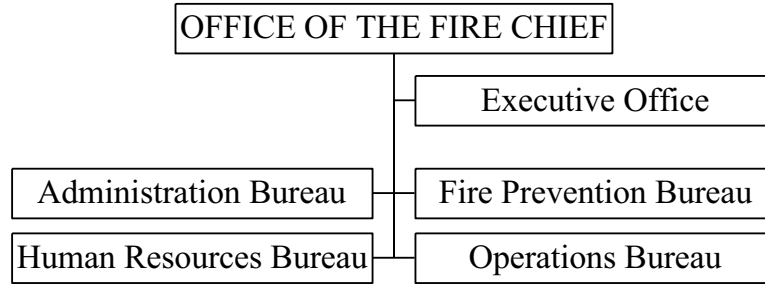


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**Fire**

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers lives by responding to their needs in an expeditious manner.



**Departmental Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	58,088,150	27,593,520	57,667,320	30,073,800	57,872,960
Employee Benefits	28,233,480	13,707,830	28,849,210	15,141,380	28,824,740
Other Expenses	7,931,260	4,191,970	8,511,190	4,319,220	8,759,800
Properties	97,990	45,810	142,190	96,390	146,900
Debt Service	79,630	14,320	77,770	63,450	76,040
<b>Operating Total</b>	<b>94,430,510</b>	<b>45,553,450</b>	<b>95,247,680</b>	<b>49,694,240</b>	<b>95,680,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>94,430,510</b>	<b>45,553,450</b>	<b>95,247,680</b>	<b>49,694,240</b>	<b>95,680,440</b>
Capital Projects	381,400	0	1,257,600	1,257,600	310,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,200,000	3,075,000	8,410,889	5,335,889	7,123,000
Total Full-time Equivalent Positions	846.00	826.00	824.00	(2.00)	824.00

# Departmental Budgets



## Fire

### Department Programs

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

### Program Summaries

#### Program 1: Financial Management and Planning

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	700,660	333,200	655,140	321,940	675,670
Employee Benefits	301,020	148,640	281,850	133,210	292,610
Other Expenses	45,260	24,270	45,080	20,810	46,580
Properties	19,150	9,880	20,070	10,190	20,730
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,066,090</b>	<b>515,990</b>	<b>1,002,140</b>	<b>486,150</b>	<b>1,035,590</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,066,090</b>	<b>515,990</b>	<b>1,002,140</b>	<b>486,150</b>	<b>1,035,590</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	9.00	9.00	0.00	9.00

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

Budget	FTE	Fund	Description
489,540	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of grants applied for that do not require matching funds.	Percentage	75.00	80.00	80.00



**Program 2: Support Services**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,656,310	629,350	1,256,620	627,270	1,283,680
Employee Benefits	659,620	284,640	572,330	287,690	592,350
Other Expenses	473,590	275,500	451,990	176,490	500,500
Properties	31,640	25,930	72,650	46,730	75,060
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,821,160</b>	<b>1,215,420</b>	<b>2,353,590</b>	<b>1,138,180</b>	<b>2,451,590</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,821,160</b>	<b>1,215,420</b>	<b>2,353,590</b>	<b>1,138,180</b>	<b>2,451,590</b>
Capital Projects	107,800	0	100,000	100,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	521,110	521,110	0
Total Full-time Equivalent Positions	19.00	17.00	17.00	0.00	17.00

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

Budget	FTE	Fund	Description
1,208,910	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase of 1.0 FTE related to the transfer of a Fire Captain position from the Prevention and Community Education program.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(67,000)	(1.00)	(68,250)	(1.00)	General Fund	This represents the elimination of a filled Truck Driver position.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	Percentage	92.00	90.00	90.00

# Departmental Budgets



## Fire

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	Percentage	63.00	90.00	90.00



**Program 3: Prevention and Community Education**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,508,060	932,670	1,682,180	749,510	1,702,270
Employee Benefits	1,038,900	419,840	799,220	379,380	803,980
Other Expenses	273,290	132,520	278,930	146,410	286,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,820,250</b>	<b>1,485,030</b>	<b>2,760,330</b>	<b>1,275,300</b>	<b>2,793,070</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,820,250</b>	<b>1,485,030</b>	<b>2,760,330</b>	<b>1,275,300</b>	<b>2,793,070</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	200,000	75,000	105,000	30,000	105,000
Total Full-time Equivalent Positions	26.00	23.00	21.00	(2.00)	21.00

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

Budget	FTE	Fund	Description
1,349,750	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease decrease of 1.0 FTE related to the transfer of a Fire Captain position to the Support Services program.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(65,150)	(1.00)	(66,410)	(1.00)	General Fund	This represents the elimination of a vacant Clerk Typist 3 position.

**Performance Measures**

**Performance Objective**

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

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

## Departmental Budgets



### Fire

#### Program 4: Human Resources

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,638,160	77,630	1,000,770	923,150	1,015,230
Employee Benefits	601,530	188,700	447,330	258,630	454,770
Other Expenses	999,860	121,140	397,090	275,950	405,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,239,550</b>	<b>387,470</b>	<b>1,845,190</b>	<b>1,457,730</b>	<b>1,875,610</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,239,550</b>	<b>387,470</b>	<b>1,845,190</b>	<b>1,457,730</b>	<b>1,875,610</b>
Capital Projects	121,500	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	13.00	13.00	0.00	13.00

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

Budget	FTE	Fund	Description
1,474,260	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is partially offset by a decrease in non-personnel expenses, including computer peripherals and expert services.

#### Performance Measures

##### Performance Objective

Maintain a low employee injury rate.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	Percentage	(9.00)	(15.00)	(15.00)





**Program 5: Response**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	51,584,960	25,620,670	53,072,610	27,451,940	53,196,110
Employee Benefits	25,632,400	12,666,020	26,748,480	14,082,460	26,681,030
Other Expenses	6,139,260	3,638,540	7,338,100	3,699,560	7,520,290
Properties	47,200	10,000	49,470	39,470	51,110
Debt Service	79,630	14,320	77,770	63,450	76,040
<b>Operating Total</b>	<b>83,483,450</b>	<b>41,949,550</b>	<b>87,286,430</b>	<b>45,336,880</b>	<b>87,524,580</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>83,483,450</b>	<b>41,949,550</b>	<b>87,286,430</b>	<b>45,336,880</b>	<b>87,524,580</b>
Capital Projects	152,100	0	1,157,600	1,157,600	310,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,000,000	3,000,000	7,784,780	4,784,780	7,018,000
Total Full-time Equivalent Positions	775.00	764.00	764.00	0.00	764.00

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

Budget	FTE	Fund	Description
45,012,590	40.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE represents the 40 member recruit class that was planned to commence in April 2013. The personnel costs of this recruit class are fully reimbursed by the FY 2012 Staffing for Adequate Fire & Emergency Response (SAFER) Grant.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
129,570	0.00	112,110	0.00	General Fund	This increase provides resources for paramedic certification for members of the 2012 Recruit Class and the graduating paramedic certification class.
54,900	0.00	52,350	0.00	General Fund	This represents an increase in resources for longevity payment compensation.
0	(40.00)	0	(40.00)	General Fund	This represents the elimination of the 40 member recruit class planned to commence in April 2013. The FY 2012 Staffing for Adequate Fire & Emergency Response (SAFER) Grant would have fully reimbursed the personnel expenses associated with this class.
(300,000)	0.00	(300,000)	0.00	General Fund	This represents a reduction in wearing apparel expenses.

## Departmental Budgets



### Fire

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
80,000	0.00	0	0.00	General Fund	This increase provides resources for paramedic escrow for 24 fire fighters that will be completing the paramedic training course.
70,770	0.00	0	0.00	General Fund	This increase provides resources for lump sum payments for retirements that will occur due to the Deferred Retirement Option Program (DROP).
92,660	0.00	0	0.00	General Fund	This increase provides for Fleet Services charges for the Fire Department.
0	0.00	(347,850)	0.00	General Fund	This represents an adjustment to align lump sum payment resources with projected attrition during FY 2015.

## Performance Measures

### Performance Objective

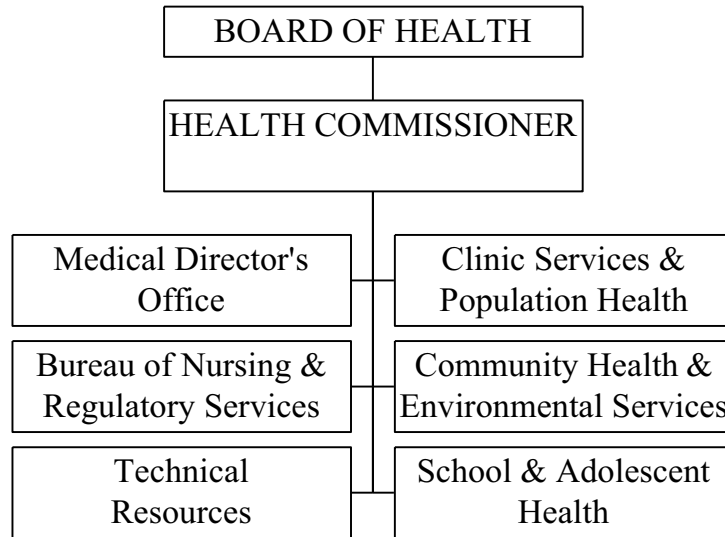
Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.

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



## Health

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	22,943,040	11,221,650	21,637,240	10,415,590	22,407,830
Employee Benefits	9,894,390	5,134,160	9,794,290	4,660,130	10,484,360
Other Expenses	8,414,110	3,975,340	8,596,320	4,620,980	9,008,770
Properties	3,000	1,550	0	(1,550)	0
Debt Service	122,890	21,130	120,130	99,000	117,700
<b>Operating Total</b>	<b>41,377,430</b>	<b>20,353,830</b>	<b>40,147,980</b>	<b>19,794,150</b>	<b>42,018,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>41,377,430</b>	<b>20,353,830</b>	<b>40,147,980</b>	<b>19,794,150</b>	<b>42,018,660</b>
Capital Projects	350,300	100,000	291,900	191,900	309,000
Consolidated Plan Projects	595,000	255,000	510,000	255,000	510,000
Program Revenue	22,674,000	8,958,600	18,297,400	9,338,800	18,680,400
Total Full-time Equivalent Positions	422.65	408.61	399.59	(9.02)	399.59

# Departmental Budgets

## Health



### Department Programs

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

### Program Summaries

#### Program 1: Health Administration

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,097,190	1,580,010	2,908,470	1,328,460	2,990,380
Employee Benefits	1,293,050	666,250	1,232,070	565,820	1,313,180
Other Expenses	1,317,230	611,390	1,182,200	570,810	1,255,170
Properties	3,000	1,550	0	(1,550)	0
Debt Service	122,890	21,130	120,130	99,000	117,700
<b>Operating Total</b>	<b>5,833,360</b>	<b>2,880,330</b>	<b>5,442,870</b>	<b>2,562,540</b>	<b>5,676,430</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,833,360</b>	<b>2,880,330</b>	<b>5,442,870</b>	<b>2,562,540</b>	<b>5,676,430</b>
Capital Projects	260,300	100,000	291,900	191,900	309,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,019,000	2,765,000	5,546,000	2,781,000	5,580,000
Total Full-time Equivalent Positions	51.65	52.30	49.75	(2.55)	49.75

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

Budget	FTE	Fund	Description
2,950,430	(0.55)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in expert services expenses. The change in FTE will align the Department's budget to the current Table of Organization.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(383,330)	(2.00)	(392,840)	(2.00)	General Fund	The decrease is primarily the result of the elimination of two positions and an increase in position vacancy allowance in the Health Administration Program.
(2,940)	0.00	(2,940)	0.00	General Fund	This represents the reduction of local travel expenses.



**Performance Measures**

**Performance Objective**

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

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

## 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.

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	9,992,790	4,685,080	9,146,190	4,461,110	9,518,820
Employee Benefits	4,124,000	2,087,780	4,130,730	2,042,950	4,422,700
Other Expenses	3,908,220	1,851,590	3,927,920	2,076,330	4,235,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,025,010</b>	<b>8,624,450</b>	<b>17,204,840</b>	<b>8,580,390</b>	<b>18,176,530</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,025,010</b>	<b>8,624,450</b>	<b>17,204,840</b>	<b>8,580,390</b>	<b>18,176,530</b>
Capital Projects	90,000	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,309,000	2,591,000	5,508,000	2,917,000	5,748,000
Total Full-time Equivalent Positions	159.50	147.33	149.01	1.68	149.01

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

Budget	FTE	Fund	Description
9,153,020	3.68	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in expert services and employee benefits. The change in FTE will align the Department's budget to the current Table of Organization.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(573,390)	(2.00)	(521,230)	(2.00)	General Fund	This decrease eliminates two positions and increases position vacancy allowance in the Health Centers Program.

## Performance Measures

### Performance Objective

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

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



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

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,951,600	2,001,180	3,698,180	1,697,000	3,878,740
Employee Benefits	1,746,440	933,840	1,645,790	711,950	1,812,560
Other Expenses	1,932,220	808,690	1,762,450	953,760	1,782,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>7,630,260</b>	<b>3,743,710</b>	<b>7,106,420</b>	<b>3,362,710</b>	<b>7,473,950</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>7,630,260</b>	<b>3,743,710</b>	<b>7,106,420</b>	<b>3,362,710</b>	<b>7,473,950</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	595,000	255,000	510,000	255,000	510,000
Program Revenue	4,282,000	1,902,600	3,843,400	1,940,800	3,852,400
Total Full-time Equivalent Positions	90.00	89.48	82.48	(7.00)	82.48

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

Budget	FTE	Fund	Description
3,915,120	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(550,760)	(7.00)	(564,990)	(7.00)	General Fund	This decrease eliminates seven positions and increases the position vacancy allowance in the Community Health/Nursing Program.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in blood lead level screenings.	Percentage	1.00	N/A	N/A

## Departmental Budgets



### Health

#### Program 4: Maternal and Infant Health

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,540,430	1,698,390	3,253,840	1,555,450	3,334,260
Employee Benefits	1,652,290	827,780	1,532,660	704,880	1,619,390
Other Expenses	1,091,720	541,880	1,207,590	665,710	1,213,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,284,440</b>	<b>3,068,050</b>	<b>5,994,090</b>	<b>2,926,040</b>	<b>6,167,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,284,440</b>	<b>3,068,050</b>	<b>5,994,090</b>	<b>2,926,040</b>	<b>6,167,350</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	5,428,000	0	0	0	0
Total Full-time Equivalent Positions	78.40	76.40	71.95	(4.45)	71.95

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

Budget	FTE	Fund	Description
3,069,750	(2.45)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in medical services and temporary personal services expenses. The change in FTE will align the Department's budget to the current Table of Organization.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(146,440)	(2.00)	(148,480)	(2.00)	General Fund	This decrease eliminates two positions from the Maternal and Infant Health Program.





**Program 5: School & Adolescent Health**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,361,030	1,256,990	2,630,560	1,373,570	2,685,630
Employee Benefits	1,078,610	618,520	1,253,040	634,520	1,316,530
Other Expenses	164,710	161,790	516,160	354,370	522,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,604,350</b>	<b>2,037,300</b>	<b>4,399,760</b>	<b>2,362,460</b>	<b>4,524,400</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,604,350</b>	<b>2,037,300</b>	<b>4,399,760</b>	<b>2,362,460</b>	<b>4,524,400</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,636,000	1,700,000	3,400,000	1,700,000	3,500,000
Total Full-time Equivalent Positions	43.10	43.10	46.40	3.30	46.40

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

Budget	FTE	Fund	Description
2,502,430	5.30	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expert services, temporary personnel services, and employee benefit expenses. The change in FTE will align the Department's budget to the current Table of Organization.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(140,360)	(2.00)	(144,760)	(2.00)	General Fund	This decrease eliminates two positions from the School/Adolescent Health.

**Performance Measures**

**Performance Objective**

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

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

# Departmental Budgets

## Health



### Performance Objective

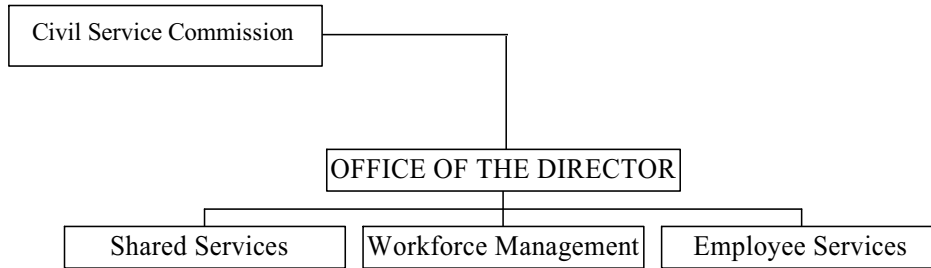
Provide immunizations for children who attend 43 targeted Cincinnati Public Schools.

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



## Human Resources

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,450,020	697,190	1,384,590	687,400	1,381,560
Employee Benefits	537,970	269,000	564,890	295,890	568,370
Other Expenses	163,040	52,500	277,070	224,570	296,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,151,030</b>	<b>1,018,690</b>	<b>2,226,550</b>	<b>1,207,860</b>	<b>2,246,560</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,151,030</b>	<b>1,018,690</b>	<b>2,226,550</b>	<b>1,207,860</b>	<b>2,246,560</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	25.10	22.10	22.10	0.00	21.10

# 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.

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	756,420	278,220	468,990	190,770	485,200
Employee Benefits	305,170	112,610	209,030	96,420	220,690
Other Expenses	67,640	15,570	82,170	66,600	90,920
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,129,230</b>	<b>406,400</b>	<b>760,190</b>	<b>353,790</b>	<b>796,810</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,129,230</b>	<b>406,400</b>	<b>760,190</b>	<b>353,790</b>	<b>796,810</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.10	11.10	9.10	(2.00)	9.10

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

Budget	FTE	Fund	Description
377,800	(2.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease related to the reorganization of the Department. The reorganization includes a decrease of 2.0 FTE to this program.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,000)	0.00	(15,000)	0.00	General Fund	This represents the elimination of funding for temporary personnel.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,000)	0.00	0	0.00	General Fund	This represents a decrease to printing expenses.
(3,000)	0.00	0	0.00	General Fund	This represents a decrease in testing related expenses.

**Performance Measures**

**Performance Objective**

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

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

**Performance Objective**

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

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

## Departmental Budgets

### Human Resources



### Program 2: Employee Services

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	443,500	185,610	414,190	228,580	433,380
Employee Benefits	142,800	60,510	150,080	89,570	160,670
Other Expenses	30,940	11,760	149,060	137,310	152,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>617,240</b>	<b>257,880</b>	<b>713,330</b>	<b>455,460</b>	<b>746,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>617,240</b>	<b>257,880</b>	<b>713,330</b>	<b>455,460</b>	<b>746,350</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	5.00	6.00	1.00	6.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
460,360	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to the reorganization of the Department and an increase in expert services that will be required for public safety contract negotiations. The reorganization includes an increase of 1.0 FTE to this program.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,000)	0.00	0	0.00	General Fund	This represents a decrease in printing expenses.

## Performance Measures

### Performance Objective

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

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



**Program 3: Shared Services**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	56,630	134,790	269,370	134,580	221,020
Employee Benefits	28,640	55,640	111,960	56,320	86,780
Other Expenses	4,580	2,560	5,150	2,590	6,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>89,850</b>	<b>192,990</b>	<b>386,480</b>	<b>193,490</b>	<b>314,150</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>89,850</b>	<b>192,990</b>	<b>386,480</b>	<b>193,490</b>	<b>314,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	4.00	4.00	0.00	3.00

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

Budget	FTE	Fund	Description
195,170	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(95,180)	(1.00)	General Fund	This represents the elimination of a Senior Computer Programmer Analyst in FY 2015.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,000)	0.00	0	0.00	General Fund	This represents a decrease in office supply expenses.

# Departmental Budgets

## Human Resources



### Performance Measures

#### Performance Objective

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

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





**Program 4: Administration**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	193,480	98,570	232,040	133,470	241,960
Employee Benefits	61,370	40,240	93,820	53,580	100,230
Other Expenses	59,880	22,620	40,690	18,070	47,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>314,730</b>	<b>161,430</b>	<b>366,550</b>	<b>205,120</b>	<b>389,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>314,730</b>	<b>161,430</b>	<b>366,550</b>	<b>205,120</b>	<b>389,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	3.00	1.00	3.00

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

Budget	FTE	Fund	Description
210,570	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The reorganization of the Department includes an increase of 1.0 FTE to this program.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,000)	0.00	0	0.00	General Fund	This represents a decrease in printing related expenses.
(1,000)	0.00	0	0.00	General Fund	This represents a decrease in advertising related expenses.

**Performance Measures**

**Performance Objective**

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

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

# Departmental Budgets

## Human Resources



### Performance Objective

To build a leadership development framework

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

### Performance Objective

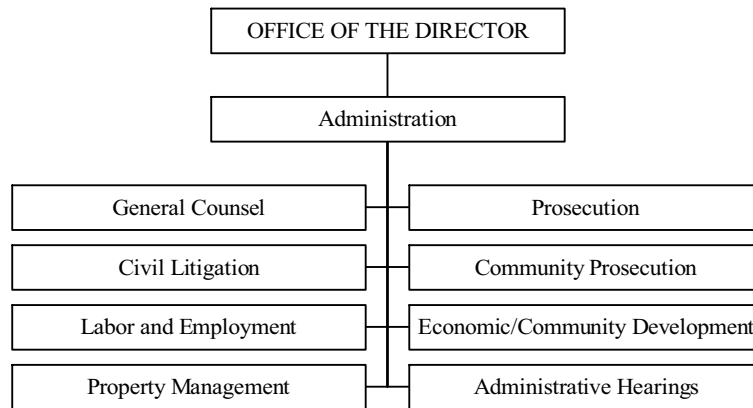
To develop and implement Phase II of the Charge for Change initiative

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



Law

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



Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,813,670	1,903,130	3,943,370	2,040,240	4,029,960
Employee Benefits	1,651,030	896,590	1,581,510	684,920	1,660,680
Other Expenses	542,870	523,080	701,170	178,090	657,710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,007,570</b>	<b>3,322,800</b>	<b>6,226,050</b>	<b>2,903,250</b>	<b>6,348,350</b>
Internal Service Funds	392,290	201,960	414,450	212,490	426,020
<b>Total</b>	<b>6,399,860</b>	<b>3,524,760</b>	<b>6,640,500</b>	<b>3,115,740</b>	<b>6,774,370</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,125,000	331,520	1,582,500	1,250,980	1,150,000
Total Full-time Equivalent Positions	69.20	69.20	66.20	(3.00)	66.20

# Departmental Budgets



## Law

### Department Programs

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

### Program Summaries

#### Program 1: Administration

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	399,740	202,330	396,640	194,310	414,220
Employee Benefits	115,850	63,230	126,870	63,640	137,750
Other Expenses	16,930	8,740	13,420	4,690	14,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>532,520</b>	<b>274,300</b>	<b>536,930</b>	<b>262,640</b>	<b>565,990</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>532,520</b>	<b>274,300</b>	<b>536,930</b>	<b>262,640</b>	<b>565,990</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
267,280	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(3,240)	0.00	(3,240)	0.00	General Fund	This represents the reduction of local travel expenses.

## Departmental Budgets



### Law

#### Program 2: Civil Litigation

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	708,690	351,520	654,800	303,280	668,860
Employee Benefits	337,120	182,460	284,120	101,660	295,410
Other Expenses	180,950	299,430	253,340	(46,090)	194,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,226,760</b>	<b>833,410</b>	<b>1,192,260</b>	<b>358,850</b>	<b>1,158,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,226,760</b>	<b>833,410</b>	<b>1,192,260</b>	<b>358,850</b>	<b>1,158,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	542,500	542,500	650,000
Total Full-time Equivalent Positions	12.20	14.20	12.20	(2.00)	12.20

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

Budget	FTE	Fund	Description
531,950	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(55,680)	(1.00)	(58,470)	(1.00)	General Fund	This decrease represents the elimination of the Claims program within the Law Department and the related Claims position. Individuals who believe they have claims would have the option to sue the City in state court.
(115,660)	(1.00)	(121,230)	(1.00)	General Fund	This represents the elimination of a Chronic Nuisance Attorney position which assists with and coordinates the enforcement of chronic nuisance premises.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all claims resolved within 90 days of receipt.	Percentage	85.00	85.00	85.00



**Program 3: Administrative Hearings**

**Description:** To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	261,530	129,330	261,690	132,360	265,210
Employee Benefits	97,950	53,060	121,900	68,840	124,710
Other Expenses	47,870	24,120	50,180	26,060	51,870
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>407,350</b>	<b>206,510</b>	<b>433,770</b>	<b>227,260</b>	<b>441,790</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>407,350</b>	<b>206,510</b>	<b>433,770</b>	<b>227,260</b>	<b>441,790</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	600,000	90,000	500,000	410,000	500,000
Total Full-time Equivalent Positions	5.00	5.00	5.00	0.00	5.00

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

Budget	FTE	Fund	Description
227,090	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**Performance Measures**

**Performance Objective**

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

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

## Departmental Budgets



### Law

#### Program 4: Community Prosecution

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	186,440	93,160	132,070	38,910	133,000
Employee Benefits	85,550	47,000	60,440	13,440	60,870
Other Expenses	8,430	4,350	8,740	4,390	9,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>280,420</b>	<b>144,510</b>	<b>201,250</b>	<b>56,740</b>	<b>202,920</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>280,420</b>	<b>144,510</b>	<b>201,250</b>	<b>56,740</b>	<b>202,920</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	1.00	0.00	(1.00)	0.00

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

Budget	FTE	Fund	Description
140,830	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(83,860)	(1.00)	(85,740)	(1.00)	General Fund	This decrease will eliminate the Community Prosecution program and the related Senior Assistant City Solicitor position. Community Prosecution handles criminal prosecution of housing, building, fire and health code violations as well as liquor permit cases.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of criminal review filings completed by Law within 24 hours after notification by the inspectors from Community Development, Fire and Health.	Percentage	90.00	80.00	80.00





**Program 5: Economic and Community Development**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	352,130	176,350	526,150	349,800	538,440
Employee Benefits	171,390	94,430	166,880	72,450	179,740
Other Expenses	61,520	31,740	63,980	32,250	66,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>585,040</b>	<b>302,520</b>	<b>757,010</b>	<b>454,500</b>	<b>784,330</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>585,040</b>	<b>302,520</b>	<b>757,010</b>	<b>454,500</b>	<b>784,330</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	7.00	8.00	1.00	8.00

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

Budget	FTE	Fund	Description
315,900	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
138,570	1.00	144,390	1.00	General Fund	This represents the addition of an Economic Development Attorney position.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all requests for legal services, from stated departments, completed by the promised due date.	Percentage	70.00	70.00	70.00

## Departmental Budgets



### Law

#### Program 6: General Counsel

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	457,150	226,880	505,810	278,930	517,340
Employee Benefits	230,310	126,220	216,560	90,340	227,060
Other Expenses	50,730	63,670	127,570	63,910	131,850
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>738,190</b>	<b>416,770</b>	<b>849,940</b>	<b>433,180</b>	<b>876,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>738,190</b>	<b>416,770</b>	<b>849,940</b>	<b>433,180</b>	<b>876,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	7.00	7.00	0.00	7.00

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

Budget	FTE	Fund	Description
433,820	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of five yearly presentations and training sessions conducted for City agencies and citizens groups regarding the functions and role of the Solicitor's Office and other legal topics.	Percentage	80.00	80.00	80.00



**Program 7: Labor and Employment**

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

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

**Program Budget Summary**

	<b>CY 2012 Budget</b>	<b>FY 2013 Stub Budget</b>	<b>FY 2014 Approved</b>	<b>Change FY 2013 Stub Budget to FY 2014</b>	<b>FY 2015 Approved</b>
<b>Operating Budget</b>					
Personnel Services	259,220	130,090	275,580	145,490	278,940
Employee Benefits	103,050	56,150	108,690	52,540	114,360
Other Expenses	67,280	34,720	70,000	35,290	72,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>429,550</b>	<b>220,960</b>	<b>454,270</b>	<b>233,320</b>	<b>465,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>429,550</b>	<b>220,960</b>	<b>454,270</b>	<b>233,320</b>	<b>465,660</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	4.00	4.00	0.00	4.00

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

<b>Budget</b>	<b>FTE</b>	<b>Fund</b>	<b>Description</b>
234,400	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**Performance Measures**

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of 5 yearly training sessions conducted for City agencies and departments on best employment practices, including employee rights and employee obligations.	Percentage	20.00	20.00	20.00

## Departmental Budgets



### Law

#### Program 8: Prosecution

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,167,610	581,640	1,145,440	563,800	1,164,680
Employee Benefits	468,810	252,380	479,180	226,800	501,340
Other Expenses	106,080	54,740	110,670	55,930	114,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,742,500</b>	<b>888,760</b>	<b>1,735,290</b>	<b>846,530</b>	<b>1,780,410</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,742,500</b>	<b>888,760</b>	<b>1,735,290</b>	<b>846,530</b>	<b>1,780,410</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	21.00	20.00	(1.00)	20.00

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

Budget	FTE	Fund	Description
934,370	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(86,950)	(1.00)	(89,710)	(1.00)	General Fund	This represents the elimination of a Prosecution Attorney position. In addition, a second Prosecuting Attorney position will be reassigned to serve as the Domestic Violence Advocate and provide other legal services. This will effectively reduce the number of prosecutors by two.

## Performance Measures

### Performance Objective

Enhance Police staff awareness of targeted crime reduction strategies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 30 yearly training sessions conducted for Police and community groups in target crime reductions areas.	Percentage	100.00	100.00	100.00



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

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	21,150	11,820	45,190	33,370	49,270
Employee Benefits	41,000	21,670	16,870	(4,800)	19,440
Other Expenses	3,090	1,600	3,270	1,680	3,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>65,240</b>	<b>35,090</b>	<b>65,330</b>	<b>30,250</b>	<b>72,090</b>
Internal Service Funds	392,290	201,960	414,450	212,490	426,020
<b>Total</b>	<b>457,530</b>	<b>237,050</b>	<b>479,780</b>	<b>242,740</b>	<b>498,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	525,000	241,520	540,000	298,480	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

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

Budget	FTE	Fund	Description
30,250	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**Performance Measures**

**Performance Objective**

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

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

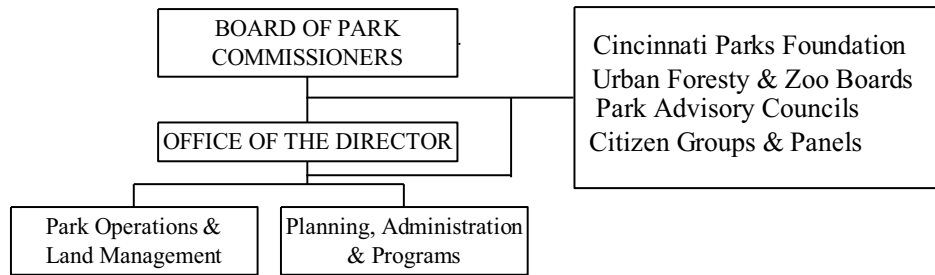


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## Parks

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	6,417,720	3,423,890	6,853,530	3,429,640	7,006,180
Employee Benefits	3,196,040	1,502,800	3,017,900	1,515,100	3,175,620
Other Expenses	5,080,700	2,501,170	4,940,120	2,438,950	5,026,200
Properties	0	0	30,000	30,000	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>14,694,460</b>	<b>7,427,860</b>	<b>14,841,550</b>	<b>7,413,690</b>	<b>15,208,000</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>14,694,460</b>	<b>7,427,860</b>	<b>14,841,550</b>	<b>7,413,690</b>	<b>15,208,000</b>
Capital Projects	4,674,000	6,000,000	1,638,100	(4,361,900)	2,792,700
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	3,603,900	2,220,475	1,856,105	(364,370)	1,879,860
Total Full-time Equivalent Positions	186.23	194.23	191.23	(3.00)	191.23

# Departmental Budgets



## Parks

### Department Programs

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

### Program Summaries

#### Program 1: Director's Office

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	158,170	83,670	163,510	79,840	171,020
Employee Benefits	66,750	32,120	65,630	33,510	71,210
Other Expenses	660	170	650	480	680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>225,580</b>	<b>115,960</b>	<b>229,790</b>	<b>113,830</b>	<b>242,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>225,580</b>	<b>115,960</b>	<b>229,790</b>	<b>113,830</b>	<b>242,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
113,730	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.





**Performance Measures**

**Performance Objective**

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

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

## Departmental Budgets



### Parks

#### Program 2: Operations & Facility Management

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	4,064,380	2,276,780	4,529,040	2,252,260	4,608,660
Employee Benefits	2,013,360	1,033,340	2,054,840	1,021,500	2,141,700
Other Expenses	2,876,940	1,155,290	2,703,140	1,547,850	2,755,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>8,954,680</b>	<b>4,465,410</b>	<b>9,287,020</b>	<b>4,821,610</b>	<b>9,505,990</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>8,954,680</b>	<b>4,465,410</b>	<b>9,287,020</b>	<b>4,821,610</b>	<b>9,505,990</b>
Capital Projects	4,674,000	6,000,000	1,638,100	(4,361,900)	2,792,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	737,900	377,090	761,610	384,520	762,000
Total Full-time Equivalent Positions	122.58	129.58	126.58	(3.00)	126.58

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

Budget	FTE	Fund	Description
5,119,740	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to the targets calculated FTE based on the 2012 full year amounts when the Service Area Coordinator position was included in the budget, it shows the overall department being 1.0 FTE short of their continuation budget target FTE.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(28,850)	0.00	(28,850)	0.00	Street Const Maint & Repair	This reduction eliminates the greenspace support for the Paddock Road/State Route 562 interchange.
(76,120)	0.00	(34,790)	0.00	General Fund	This aligns personnel reimbursements to the General Fund with historical reimbursement levels.
(67,500)	(2.00)	(67,500)	(2.00)	Street Const Maint & Repair	This represents the elimination of flower pot and greenspace maintenance within the Central Business District and the Neighborhood Business Districts due to limited resources.
(14,380)	0.00	(14,380)	0.00	General Fund	This represents additional personnel reimbursements to the General Fund from the Income Tax-Infrastructure Fund, which brings reimbursement levels from this source back to historical levels.
14,380	0.00	14,380	0.00	Income Tax-Infrastructure	
(34,180)	0.00	(35,100)	0.00	General Fund	This aligns the resources for fleet maintenance and fuel with the estimated needs for FY 2014 and FY 2015.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(389,560)	0.00	(389,560)	0.00	General Fund	This represents reimbursement of half of all full-time positions related to the waterfront parks from the Sawyer Point Fund. The reimbursement costs in the Sawyer Point Fund are offset with realigning non-personnel resources with historical expenditure levels.
298,150	0.00	278,550	0.00	Sawyer Point	

**Performance Measures**

**Performance Objective**

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

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

**Performance Objective**

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

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

## Departmental Budgets



### Parks

#### Program 3: Urban Forestry

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	505,060	237,320	477,650	240,330	489,600
Employee Benefits	203,710	122,200	245,830	123,630	257,720
Other Expenses	1,059,620	737,710	1,032,900	295,200	1,035,820
Properties	0	0	30,000	30,000	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,768,390</b>	<b>1,097,230</b>	<b>1,786,380</b>	<b>689,160</b>	<b>1,783,140</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,768,390</b>	<b>1,097,230</b>	<b>1,786,380</b>	<b>689,160</b>	<b>1,783,140</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,800,000	1,290,000	0	(1,290,000)	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00	8.50

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

Budget	FTE	Fund	Description
688,950	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to a one-time increase in contractual services for street tree management and for automotive equipment.

#### Performance Measures

##### Performance Objective

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

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



**Program 4: Planning & Design**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	62,600	6,860	12,690	5,830	21,440
Employee Benefits	185,770	(11,440)	(8,870)	2,570	2,190
Other Expenses	1,650	25,720	1,740	(23,980)	1,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>250,020</b>	<b>21,140</b>	<b>5,560</b>	<b>(15,580)</b>	<b>25,430</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>250,020</b>	<b>21,140</b>	<b>5,560</b>	<b>(15,580)</b>	<b>25,430</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.50	6.50	6.50	0.00	6.50

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

Budget	FTE	Fund	Description
(15,710)	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the transfer of the Arts Grants Program to the Department of Recreation.

**Performance Measures**

**Performance Objective**

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

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

## Departmental Budgets



### Parks

#### Program 5: Financial & Business Services

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	445,010	239,000	510,710	271,710	530,750
Employee Benefits	206,740	125,040	257,680	132,640	273,230
Other Expenses	649,840	319,960	670,090	350,130	689,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,301,590</b>	<b>684,000</b>	<b>1,438,480</b>	<b>754,480</b>	<b>1,493,640</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,301,590</b>	<b>684,000</b>	<b>1,438,480</b>	<b>754,480</b>	<b>1,493,640</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	54,500	137,000	82,500	177,000
Total Full-time Equivalent Positions	7.00	9.00	10.00	1.00	10.00

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

Budget	FTE	Fund	Description
754,410	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to the transfer of two Administrative Technician positions from the Operations and Facility Management program and from the Krohn Conservatory program. These increases are offset by the elimination of an Administrative Specialist position.

## Performance Measures

### Performance Objective

Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.

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



**Program 6: Krohn Conservatory**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	575,090	283,380	528,540	245,160	538,720
Employee Benefits	189,380	94,870	186,750	91,880	197,670
Other Expenses	146,740	94,780	190,770	95,990	196,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>911,210</b>	<b>473,030</b>	<b>906,060</b>	<b>433,030</b>	<b>932,450</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>911,210</b>	<b>473,030</b>	<b>906,060</b>	<b>433,030</b>	<b>932,450</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	599,000	296,000	562,000	266,000	543,500
Total Full-time Equivalent Positions	15.50	15.50	14.50	(1.00)	14.50

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

Budget	FTE	Fund	Description
433,160	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease related to the transfer of an Administrative Technician program to the Financial and Business Services program.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(125,450)	0.00	(125,450)	0.00	General Fund	This represents the transfer of expenditures to the Krohn Conservatory Fund that will be made possible with the implementation of a \$0.50 per person admission increase for the Krohn Conservatory.
125,450	0.00	125,450	0.00	Krohn Conservatory	

**Performance Measures**

**Performance Objective**

Sustain high customer satisfaction for the Krohn Conservatory.

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

## Departmental Budgets



### Parks

#### Program 7: Explore Nature

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

**Goal:** To educate the public on the benefits of parks and greenspaces within our park system and to build awareness of those benefits.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	467,240	236,020	474,740	238,720	481,360
Employee Benefits	155,410	78,840	157,940	79,100	164,470
Other Expenses	33,280	17,680	38,760	21,080	40,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>655,930</b>	<b>332,540</b>	<b>671,440</b>	<b>338,900</b>	<b>685,890</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>655,930</b>	<b>332,540</b>	<b>671,440</b>	<b>338,900</b>	<b>685,890</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.15	15.15	15.15	0.00	15.15

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

Budget	FTE	Fund	Description
338,910	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(253,000)	0.00	(253,000)	0.00	General Fund	This represents the elimination of costs to the General Fund through the use of reimbursements from the Park Donations/Special Activities Fund 326 since the Explore Nature program generates program revenue.
253,000	0.00	253,000	0.00	Park Donations/Spec Activities	

## Performance Measures

### Performance Objective

Sustain high customer satisfaction for Nature Education Programs.

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





**Program 8: Facility Maintenance**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	36,270	8,360	47,090	38,730	50,700
Employee Benefits	119,930	6,720	14,530	7,810	20,550
Other Expenses	86,470	53,590	108,530	54,940	110,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>242,670</b>	<b>68,670</b>	<b>170,150</b>	<b>101,480</b>	<b>182,150</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>242,670</b>	<b>68,670</b>	<b>170,150</b>	<b>101,480</b>	<b>182,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.00	6.00	6.00	0.00	6.00

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

Budget	FTE	Fund	Description
101,500	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in personnel costs due to increase reimbursements.

**Performance Measures**

**Performance Objective**

Perform 1,300 maintenance tasks on a yearly basis to Park's infrastructure including buildings, trails, overlooks, playgrounds, sidewalks, and retaining walls.

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

## Departmental Budgets



### Parks

#### Program 9: Customer Service

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	103,900	52,490	109,560	57,070	113,930
Employee Benefits	54,990	21,100	43,570	22,470	46,880
Other Expenses	225,500	96,280	193,540	97,260	195,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>384,390</b>	<b>169,870</b>	<b>346,670</b>	<b>176,800</b>	<b>356,400</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>384,390</b>	<b>169,870</b>	<b>346,670</b>	<b>176,800</b>	<b>356,400</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	467,000	202,890	395,500	192,610	397,360
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

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

Budget	FTE	Fund	Description
176,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(132,220)	0.00	(141,190)	0.00	General Fund	This represents the elimination of costs to the General Fund through the use of reimbursements from the Park Lodge/Pavilion Deposits Fund 330 since this program generates revenue through the issuance of park permits, park rentals, etc.
132,220	0.00	141,190	0.00	Park Lodge/ Pavilion Deposits	

## Performance Measures

### Performance Objective

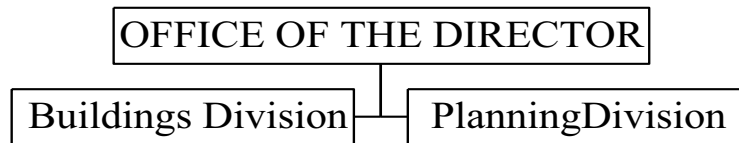
Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of applications for reservations processed within 10 days of receipt.	Percentage	100.00	100.00	100.00
Percentage of reservation and permit application forms issued within 24 hours of request.	Percentage	100.00	100.00	100.00
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Percentage	100.00	100.00	100.00



## Planning and Buildings

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



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,921,290	2,023,020	4,078,990	2,055,970	4,163,750
Employee Benefits	1,766,770	860,310	1,851,650	991,340	1,912,020
Other Expenses	495,100	284,600	509,080	224,480	529,230
Properties	0	0	0	0	0
Debt Service	73,150	13,160	71,440	58,290	69,850
<b>Operating Total</b>	<b>6,256,310</b>	<b>3,181,090</b>	<b>6,511,160</b>	<b>3,330,080</b>	<b>6,674,850</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,256,310</b>	<b>3,181,090</b>	<b>6,511,160</b>	<b>3,330,080</b>	<b>6,674,850</b>
Capital Projects	124,500	0	77,100	77,100	81,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,017,614	3,174,654	6,111,000	2,936,346	6,111,000
Total Full-time Equivalent Positions	69.00	71.00	71.00	0.00	71.00

# Departmental Budgets

## Planning and Buildings



### Department Programs

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

### Program Summaries

#### Program 1: Land Use

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

**Goal:** Ensure that all processes and procedures stated in the Zoning Code for zoning hearings are followed.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	336,270	179,470	307,270	127,800	349,610
Employee Benefits	170,690	85,250	170,590	85,340	176,570
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>506,960</b>	<b>264,720</b>	<b>477,860</b>	<b>213,140</b>	<b>526,180</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>506,960</b>	<b>264,720</b>	<b>477,860</b>	<b>213,140</b>	<b>526,180</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	53,200	32,600	30,000	(2,600)	30,000
Total Full-time Equivalent Positions	6.00	7.00	7.00	0.00	7.00

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

Budget	FTE	Fund	Description
212,910	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a increase in reimbursements and position vacancy allowance.



**Performance Measures**

**Performance Objective**

Provide timely disposition of land use casework.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of zone change requests submitted to City Planning Commission in 90 days and percentage of casework completed in 60 days or less.	Percentage	90.00	90.00	90.00

## Departmental Budgets

### Planning and Buildings



#### Program 2: Historic Conservation

**Description:** This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.

**Goal:** Maintain effectiveness of Historic Preservation functions and the work of the Historic Preservation Board.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	164,580	78,830	198,120	119,290	186,140
Employee Benefits	77,580	27,310	79,170	51,860	67,110
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>242,160</b>	<b>106,140</b>	<b>277,290</b>	<b>171,150</b>	<b>253,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>242,160</b>	<b>106,140</b>	<b>277,290</b>	<b>171,150</b>	<b>253,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	4,000	6,000	2,000	6,000
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

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

Budget	FTE	Fund	Description
171,060	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to one-time support from HUD land use grant.

#### Performance Measures

##### Performance Objective

Conduct all historic preservation reviews in a timely manner.

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



**Program 3: City Planning Administration**

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

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

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	194,490	99,040	192,080	93,040	201,720
Employee Benefits	61,570	34,090	68,430	34,340	74,690
Other Expenses	76,790	44,990	75,050	30,060	78,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>332,850</b>	<b>178,120</b>	<b>335,560</b>	<b>157,440</b>	<b>354,700</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>332,850</b>	<b>178,120</b>	<b>335,560</b>	<b>157,440</b>	<b>354,700</b>
Capital Projects	84,500	0	77,100	77,100	81,700
Consolidated Plan Projects	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 Program Services**

Budget	FTE	Fund	Description
168,460	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,220)	0.00	(5,220)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.
(2,940)	0.00	(2,940)	0.00	General Fund	This represents the reduction of local travel expenses.

**Performance Measures**

**Performance Objective**

Respond to all customer calls within one business day.

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

# Departmental Budgets

## Planning and Buildings



### Program 4: Building Administration

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

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

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	297,320	152,930	299,310	146,380	315,640
Employee Benefits	84,830	41,230	81,920	40,690	87,830
Other Expenses	199,250	122,450	204,850	82,410	213,800
Properties	0	0	0	0	0
Debt Service	73,150	13,160	71,440	58,290	69,850
<b>Operating Total</b>	<b>654,550</b>	<b>329,770</b>	<b>657,520</b>	<b>327,770</b>	<b>687,120</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>654,550</b>	<b>329,770</b>	<b>657,520</b>	<b>327,770</b>	<b>687,120</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	490,360	245,260	0	(245,260)	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
333,130	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease related to a personnel reclassification.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(3,310)	0.00	(3,310)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.





**Program 5: Customer Services**

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

**Goal:** To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	464,250	262,140	528,250	266,110	540,640
Employee Benefits	219,220	132,980	256,600	123,620	270,620
Other Expenses	37,410	21,310	36,220	14,920	37,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>720,880</b>	<b>416,430</b>	<b>821,070</b>	<b>404,650</b>	<b>848,790</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>720,880</b>	<b>416,430</b>	<b>821,070</b>	<b>404,650</b>	<b>848,790</b>
Capital Projects	40,000	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,349,230	700,000	1,700,000	1,000,000	1,700,000
Total Full-time Equivalent Positions	10.00	11.00	11.00	0.00	11.00

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

Budget	FTE	Fund	Description
407,560	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a increase in position vacancy allowance.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(3,000)	0.00	(3,000)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.

**Performance Measures**

**Performance Objective**

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

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

**Performance Objective**

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

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

## Departmental Budgets

### Planning and Buildings



#### Program 6: Plan Examination

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

**Goal:** Enforce state-mandated building codes and standards in order to provide a safer community, encourage economic development, and provide excellent customer-oriented services.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	588,200	295,390	591,120	295,730	606,970
Employee Benefits	196,730	106,350	212,870	106,520	221,890
Other Expenses	18,550	10,830	22,620	11,800	23,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>803,480</b>	<b>412,570</b>	<b>826,610</b>	<b>414,050</b>	<b>852,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>803,480</b>	<b>412,570</b>	<b>826,610</b>	<b>414,050</b>	<b>852,320</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,200,000	550,000	1,300,000	750,000	1,300,000
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

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

Budget	FTE	Fund	Description
415,750	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in miscellaneous employee benefits.

#### Performance Measures

##### Performance Objective

Complete commercial plan review in 12 days or less.

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

##### Performance Objective

To maintain a maximum of fifteen working days for completion of all other projects not exceeding \$1,000,000 in valuation.

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



**Performance Objective**

Complete residential plan review in seven days or less.

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

**Performance Objective**

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

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

## Departmental Budgets

### Planning and Buildings



#### Program 7: Building Construction Inspections

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

**Goal:** To successfully manage the risks associated with the built environment by utilizing the best inspection practices, education, and investigative policing as controlling tools.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,476,940	780,300	1,321,420	541,120	1,313,800
Employee Benefits	783,480	350,840	658,440	307,600	673,800
Other Expenses	130,070	67,990	104,670	36,680	109,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,390,490</b>	<b>1,199,130</b>	<b>2,084,530</b>	<b>885,400</b>	<b>2,096,900</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,390,490</b>	<b>1,199,130</b>	<b>2,084,530</b>	<b>885,400</b>	<b>2,096,900</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,800,000	1,008,000	1,890,000	882,000	1,890,000
Total Full-time Equivalent Positions	29.00	30.00	23.00	(7.00)	23.00

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

Budget	FTE	Fund	Description
889,850	(7.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease and transfer of the plumbing inspections operations to another program (the new Plumbing Inspection Program).

## Performance Measures

### Performance Objective

To assure compliance with the Cincinnati-Ohio Base Building Code for all structural and mechanical components of new buildings and existing commercial buildings by providing inspections within two working days of request.

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

### Performance Objective

Up-to-date licensing and certification of staff

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



**Performance Objective**

Review various city and state licenses such as liquor, dance hall and parking lot licenses for compliance within 10 days, resulting in approval or orders issued.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage completed in time frame	Percentage	83.00	85.00	85.00

**Performance Objective**

Investigate complaints for work without permits, inferior construction, property encroachment and public safety concerns by next business day and provide resolution within 5 business days.

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

**Performance Objective**

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

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

**Performance Objective**

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

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

## Departmental Budgets

### Planning and Buildings



#### Program 8: Plumbing Inspections

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

**Goal:** To successfully manage the risks associated with the built environment by utilizing the best inspection practices, education, and investigative policing as controlling tools.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	291,090	291,090	295,790
Employee Benefits	0	0	157,900	157,900	165,770
Other Expenses	0	0	35,380	35,380	35,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>484,370</b>	<b>484,370</b>	<b>496,940</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>484,370</b>	<b>484,370</b>	<b>496,940</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	424,280	278,910	560,000	281,090	560,000
Total Full-time Equivalent Positions	0.00	0.00	7.00	7.00	7.00

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

Budget	FTE	Fund	Description
484,200	7.00	All Funds	This is a new program which results from the transfer of the plumbing inspections operations from the Building Constructions Inspections program.

#### Performance Measures

##### Performance Objective

To respond to all plumbing complaints within two business days.

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

##### Performance Objective

Ensure up-to-date licensing and certification of staff.

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

##### Performance Objective

To ensure compliance with the Cincinnati, Ohio Base Building Code for all plumbing components of new and existing buildings by providing inspections.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of inspections completed within two working days.	Percentage	98.00	98.00	98.00



**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of Inspectors performing nine new permit inspections per day.	Percentage	100.00	100.00	100.00

# Departmental Budgets

## Planning and Buildings



### Program 9: Elevator Inspection

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

**Goal:** Protect the public safety as it relates to lifts, elevators, and escalators.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	399,250	174,920	350,330	175,410	353,440
Employee Benefits	172,680	82,270	165,730	83,460	173,740
Other Expenses	33,040	17,050	30,290	13,250	31,470
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>604,970</b>	<b>274,240</b>	<b>546,350</b>	<b>272,120</b>	<b>558,650</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>604,970</b>	<b>274,240</b>	<b>546,350</b>	<b>272,120</b>	<b>558,650</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	700,550	355,880	625,000	269,120	625,000
Total Full-time Equivalent Positions	7.00	6.00	6.00	0.00	6.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
276,500	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in miscellaneous non-personnel line items.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,800)	0.00	(2,800)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.

## Performance Measures

### Performance Objective

Perform plan exam functions and inspections for new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment.

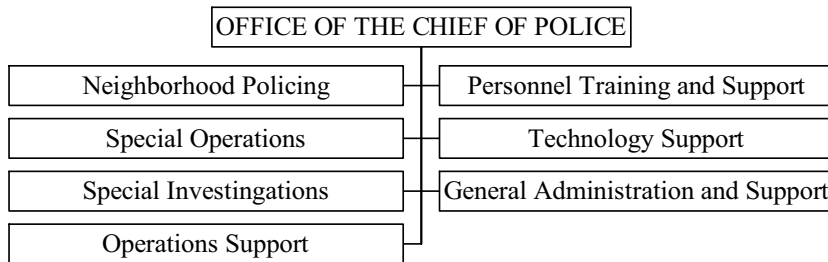
Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Perform a certificate of inspections twice a year on all operating elevator and escalator equipment in the city.	Percentage	N/A	100.00	100.00
Perform plan exam functions for new installations, modernizations and repairs of elevators and escalators and other equipment within 7 days.	Percentage	100.00	100.00	100.00
Perform a minimum of 6 new elevators and escalators installations, modernizations and repairs inspections on days dedicated to new construction.	Percentage	N/A	90.00	90.00





## 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

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	87,001,780	43,172,940	79,360,740	36,187,800	80,000,340
Employee Benefits	34,969,050	18,239,460	33,273,930	15,034,470	33,198,860
Other Expenses	13,518,650	7,260,130	13,273,460	6,013,330	12,903,030
Properties	219,980	6,530	0	(6,530)	0
Debt Service	163,890	148,570	73,720	(74,850)	72,080
<b>Operating Total</b>	<b>135,873,350</b>	<b>68,827,630</b>	<b>125,981,850</b>	<b>57,154,220</b>	<b>126,174,310</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>135,873,350</b>	<b>68,827,630</b>	<b>125,981,850</b>	<b>57,154,220</b>	<b>126,174,310</b>
Capital Projects	0	0	325,000	325,000	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	2,877,000	500,000	2,906,622	2,406,622	3,431,858
Total Full-time Equivalent Positions	1,341.00	1,349.00	1,155.00	(194.00)	1,155.00

## Departmental Budgets

### Police



## Department Programs

1. Department of Emergency Communications
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

## Program Summaries

### Program 1: Department of Emergency Communications

**Description:** The Department of Emergency Communications program was moved to the City Manager's Office as of FY 2014.

**Goal:** See the Emergency Communications Program within the City Manager's Office budget for additional information.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	6,636,830	3,420,270	0	(3,420,270)	0
Employee Benefits	2,847,210	1,651,330	0	(1,651,330)	0
Other Expenses	658,670	470,380	0	(470,380)	0
Properties	219,980	6,530	0	(6,530)	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>10,362,690</b>	<b>5,548,510</b>	<b>0</b>	<b>(5,548,510)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>10,362,690</b>	<b>5,548,510</b>	<b>0</b>	<b>(5,548,510)</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,367,000	0	0	0	0
Total Full-time Equivalent Positions	133.00	133.00	0.00	(133.00)	0.00



**Program 2: Neighborhood Policing**

**Description:** This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to reduce violent crime and vice, traffic violations and congestion, and to apprehend fugitives.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	46,894,890	24,600,400	48,907,400	24,307,000	49,235,250
Employee Benefits	17,924,480	10,071,520	20,156,380	10,084,860	19,932,930
Other Expenses	12,194,740	6,442,800	12,402,650	5,959,860	12,002,100
Properties	0	0	0	0	0
Debt Service	163,890	148,570	73,720	(74,850)	72,080
<b>Operating Total</b>	<b>77,178,000</b>	<b>41,263,290</b>	<b>81,540,150</b>	<b>40,276,870</b>	<b>81,242,360</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>77,178,000</b>	<b>41,263,290</b>	<b>81,540,150</b>	<b>40,276,870</b>	<b>81,242,360</b>
Capital Projects	0	0	325,000	325,000	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	50,000	10,000	878,820	868,820	1,404,060
Total Full-time Equivalent Positions	655.00	736.00	669.00	(67.00)	669.00

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

Budget	FTE	Fund	Description
42,652,380	(16.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in position vacancy savings. The change in FTE is due to the attrition of sworn officers.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(616,510)	0.00	(616,510)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(65,270)	(1.00)	(66,470)	(1.00)	General Fund	This eliminates a vacant Clerk Typist 3 position.
(1,353,670)	(50.00)	(3,962,530)	(50.00)	General Fund	This eliminates funding for additional sworn employees that would have graduated from a Recruit Class scheduled to begin in September 2013.
(147,170)	0.00	(147,170)	0.00	General Fund	This represents a reduction in overtime that will continue to limit police visibility for events and work on special projects.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(100,000)	0.00	(100,000)	0.00	General Fund	This represents a reduction in take home car funding per Council motion.

# Departmental Budgets

## Police



### Performance Measures

#### Performance Objective

Reduce Crime - Implement strategies including the formation/continuation of partnerships with emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate the reduction of overall crime and specifically violent crime.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in total violent crime from prior year.	Percentage	(5.00)	(3.00)	(3.00)



**Program 3: Special Operations**

**Description:** This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to prevent, protect, and recover from critical incidents and natural disasters.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	6,084,370	3,363,920	5,941,940	2,578,020	6,015,470
Employee Benefits	2,534,010	1,524,080	2,683,310	1,159,230	2,696,000
Other Expenses	0	(12,200)	560	12,760	1,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>8,618,380</b>	<b>4,875,800</b>	<b>8,625,810</b>	<b>3,750,010</b>	<b>8,712,590</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>8,618,380</b>	<b>4,875,800</b>	<b>8,625,810</b>	<b>3,750,010</b>	<b>8,712,590</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	122.00	139.00	87.00	(52.00)	87.00

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

Budget	FTE	Fund	Description
3,940,940	(50.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to the transfer of the School Crossing Guards and associated reimbursements to the Special Investigations program. The change in FTE is primarily due to the transfer of the School Crossing Guards.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(136,660)	(2.00)	(139,410)	(2.00)	General Fund	This represents the transfer of the public vehicle administration function and related resources from the Department of Police to the Department of Public Services.
(95,000)	0.00	(95,000)	0.00	General Fund	This reduction would eliminate the Mounted Patrol Unit. The sworn personnel will be redirected to other functions.

**Performance Measures**

**Performance Objective**

Successful Critical Incident Response - Enhance the department's preparedness and capability for response to emergency incidents, critical incidents, and natural disasters.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees trained in critical incident response.	Percentage	N/A	90.00	90.00

## 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.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to prevent and solve crimes through a variety of crime-specific units and specialized techniques.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	10,232,430	5,065,060	10,917,410	5,852,350	11,042,170
Employee Benefits	4,324,750	2,270,880	4,848,110	2,577,230	4,867,490
Other Expenses	0	300	580	280	1,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>14,557,180</b>	<b>7,336,240</b>	<b>15,766,100</b>	<b>8,429,860</b>	<b>15,910,820</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>14,557,180</b>	<b>7,336,240</b>	<b>15,766,100</b>	<b>8,429,860</b>	<b>15,910,820</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.00	156.00	202.00	46.00	202.00

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

Budget	FTE	Fund	Description
8,465,270	47.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to the transfer of the School Crossing Guards and associated reimbursements from the Special Operations program. The change in FTE is also primarily due to the transfer of the School Crossing Guards.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(65,720)	(1.00)	(68,640)	(1.00)	General Fund	This eliminates a vacant Police Criminalist position.

## Performance Measures

### Performance Objective

Reduce Illegal Drug Activity - Utilize new organizational structure, partnerships, and techniques to reduce illegal drug activity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in calls for service related to drug activity.	Percentage	24.00	10.00	(5.00)



**Program 5: Operations Support**

**Description:** This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

**Goal:** Provide necessary equipment and support to facilitate the Public Safety Operations of the Police Department.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,514,370	1,378,800	4,160,020	2,781,220	4,231,180
Employee Benefits	768,370	681,480	2,013,080	1,331,600	2,077,100
Other Expenses	0	300	580	280	1,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,282,740</b>	<b>2,060,580</b>	<b>6,173,680</b>	<b>4,113,100</b>	<b>6,309,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,282,740</b>	<b>2,060,580</b>	<b>6,173,680</b>	<b>4,113,100</b>	<b>6,309,440</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	38.00	59.00	89.00	30.00	89.00

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

Budget	FTE	Fund	Description
4,286,350	33.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in civilian positions as part of the department's civilianization efforts. The change in FTE is also primarily due to the increase in civilian positions.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(183,170)	(3.00)	(189,570)	(3.00)	General Fund	This eliminates two vacant Storekeeper positions and a vacant Crime Analyst position.

**Performance Measures**

**Performance Objective**

Ensure Administrative Accountability - Maintain the highest level of accuracy and accountability for administration of property, evidence, and records.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of audits with satisfactory findings.	Percentage	N/A	90.00	90.00

## 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.

**Goal:** Ensure the Police Department's standards for professionalism and efficiency are maintained or expanded.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,619,630	1,246,340	2,307,500	1,061,160	2,342,430
Employee Benefits	673,860	609,230	1,077,720	468,490	1,097,100
Other Expenses	286,330	158,190	395,490	237,300	407,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,579,820</b>	<b>2,013,760</b>	<b>3,780,710</b>	<b>1,766,950</b>	<b>3,847,180</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,579,820</b>	<b>2,013,760</b>	<b>3,780,710</b>	<b>1,766,950</b>	<b>3,847,180</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	26.00	39.00	38.00	(1.00)	38.00

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

Budget	FTE	Fund	Description
3,188,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. There is no change in FTE.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,351,710)	0.00	0	0.00	General Fund	This eliminates funding for a Recruit Class scheduled to begin in September 2013.
(74,890)	(1.00)	(78,330)	(1.00)	General Fund	This eliminates a vacant Administrative Specialist position.

## Performance Measures

### Performance Objective

Increase Professional Standard - Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees completing mandated training.	Percentage	95.00	90.00	90.00





**Program 7: Technology Support**

**Description:** This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

**Goal:** Utilize technology to improve public safety and enhance public service while balancing costs to ensure efficiency.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	919,230	630,300	1,121,600	491,300	1,156,610
Employee Benefits	414,860	282,330	485,210	202,880	509,990
Other Expenses	367,630	200,070	472,850	272,790	488,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,701,720</b>	<b>1,112,700</b>	<b>2,079,660</b>	<b>966,970</b>	<b>2,155,100</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,701,720</b>	<b>1,112,700</b>	<b>2,079,660</b>	<b>966,970</b>	<b>2,155,100</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	21.00	17.00	(4.00)	17.00

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

Budget	FTE	Fund	Description
999,390	(4.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to the elimination of expired grant funded positions. The change in FTE is also primarily due to the elimination of expired grant funded positions.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(33,130)	0.00	(33,130)	0.00	General Fund	This represents the termination of an annual software license agreement that can be achieved through the utilization of the time/labor functionality within the Cincinnati Human Resources Information System.

**Performance Measures**

**Performance Objective**

Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of paper process eliminated or replaced with electronic data collection.	Percentage	20.00	20.00	20.00

## Departmental Budgets

### Police



### Program 8: General Administration and Support

**Description:** This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

**Goal:** Provide Department leadership in developing personnel and managing resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	13,100,030	3,467,850	6,004,870	2,537,020	5,977,230
Employee Benefits	5,481,510	1,148,600	2,010,120	861,520	2,018,250
Other Expenses	11,270	300	750	450	1,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,592,810</b>	<b>4,616,750</b>	<b>8,015,740</b>	<b>3,398,990</b>	<b>7,996,820</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,592,810</b>	<b>4,616,750</b>	<b>8,015,740</b>	<b>3,398,990</b>	<b>7,996,820</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,460,000	490,000	2,027,800	1,537,800	2,027,800
Total Full-time Equivalent Positions	195.00	66.00	53.00	(13.00)	53.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,382,580	(13.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in Payment in Lieu of Overtime (PILOT) which is partially offset by a reduction in personnel expense. The change in FTE is due to the attrition of sworn officers.

## Performance Measures

### Performance Objective

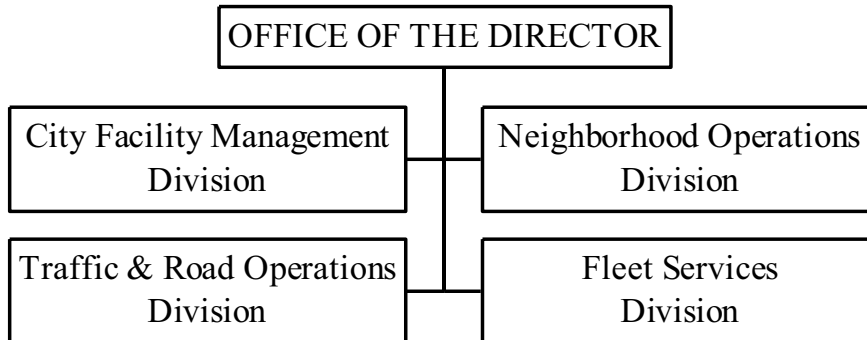
Enhance Public Education on Police Operations - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in citizens trained in Police-related curriculum from prior year.	Percentage	66.00	25.00	25.00



## Public Services

The mission of the Public Services Department is to be a public service organization that promotes partnership of City employees with local neighborhood residents and businesses, delivers the most economical service, solves problems, provides our citizens with the highest quality of service and leadership, and provides a clean, safe, reliable, and productive environment for City workers.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	14,303,540	7,516,890	14,158,190	6,641,300	14,148,870
Employee Benefits	8,136,540	3,493,990	7,084,420	3,590,430	7,345,990
Other Expenses	17,389,880	7,772,280	16,043,210	8,270,930	16,849,720
Properties	28,090	5,260	29,440	24,180	30,430
Debt Service	233,390	41,980	227,940	185,970	222,850
<b>Operating Total</b>	<b>40,091,440</b>	<b>18,830,400</b>	<b>37,543,200</b>	<b>18,712,810</b>	<b>38,597,860</b>
Internal Service Funds	18,329,640	9,008,930	17,165,040	8,156,110	17,566,590
<b>Total</b>	<b>58,421,080</b>	<b>27,839,330</b>	<b>54,708,240</b>	<b>26,868,920</b>	<b>56,164,450</b>
Capital Projects	12,289,300	9,000,000	25,099,300	16,099,300	14,555,600
Consolidated Plan Projects	497,250	179,500	497,250	317,750	497,250
Program Revenue	16,607,985	0	19,311,927	19,311,927	19,638,647
Total Full-time Equivalent Positions	433.50	442.00	438.00	(4.00)	433.00

# Departmental Budgets

## Public Services



### Department Programs

1. Fleet Services
2. Winter Maintenance
3. Energy Costs
4. Director's Office
5. Special Operations
6. Traffic Control, Pavement & Structure Maint.
7. Residential Collections
8. Right of Way Maintenance
9. 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.

**Goal:** To provide outstanding automotive and other motorized equipment service to all City agencies that supports public health and safety for the citizens of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	84,200	84,200	85,740
Employee Benefits	0	0	52,600	52,600	53,840
Other Expenses	0	0	500	500	520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>137,300</b>	<b>137,300</b>	<b>140,100</b>
Internal Service Funds	18,329,640	9,008,930	17,165,040	8,156,110	17,566,590
<b>Total</b>	<b>18,329,640</b>	<b>9,008,930</b>	<b>17,302,340</b>	<b>8,293,410</b>	<b>17,706,690</b>
Capital Projects	5,240,600	1,500,000	3,956,700	2,456,700	4,484,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	16,607,990	0	17,402,930	17,402,930	17,729,650
Total Full-time Equivalent Positions	65.00	65.00	69.00	4.00	69.00

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

Budget	FTE	Fund	Description
0	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in parts and fuel expenses. The change in FTE is related to an Automotive Mechanic Helper position currently on the Department's table of organization.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
137,160	2.00	139,930	2.00	General Fund	This represents the transfer of the public vehicle administration function and related resources from the Department of Police to the Department of Public Services.
18,200	0.00	10,600	0.00	Fleet Services	This represents the deletion of two Automotive Mechanic positions in order to add a Welder and Automotive Mechanic Crew Chief from the Traffic and Road Operations Division to Fleet Services.
(59,220)	1.00	(54,300)	1.00	Fleet Services	This represents the transfer of a Computer Systems Analyst position from the Enterprise Technology Solutions Department, which is offset by a reduction in non-personnel expenses allocated for ETS services.

**Performance Measures**

**Performance Objective**

Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of ambulances available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of police beat cars available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of solid waste equipment available for operation at full capacity.	Percentage	95.00	100.00	100.00
Percentage of fire fighting equipment available for operation at full capacity.	Percentage	100.00	100.00	100.00

**Performance Objective**

Reduce the amount of energy used by the Fleet Services Division each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	Percentage	0.03	4.00	4.00

## Departmental Budgets

### Public Services



#### Program 2: Winter Maintenance

**Description:** Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

**Goal:** To promote public safety for travelers of city streets during winter storms.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	327,850	245,890	330,020	84,130	336,620
Employee Benefits	59,010	32,790	69,300	36,520	77,420
Other Expenses	2,564,550	84,450	376,470	292,020	821,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,951,410</b>	<b>363,130</b>	<b>775,790</b>	<b>412,670</b>	<b>1,235,190</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,951,410</b>	<b>363,130</b>	<b>775,790</b>	<b>412,670</b>	<b>1,235,190</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
415,970	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in ice control expenses.

#### Performance Measures

##### Performance Objective

To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all streets passable within 24 hours.	Percentage	100.00	95.00	95.00



**Program 3: Energy Costs**

**Description:** Complete energy audits for City Hall and Centennial Two and report all methods available to reduce energy expenditures.

**Goal:** To achieve service excellence by protecting the environment and conserving natural resources and following the precepts of the Kyoto Protocol.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	333,640	169,660	340,770	171,120	350,700
Properties	0	0	0	0	0
Debt Service	154,220	27,740	150,620	122,890	147,250
<b>Operating Total</b>	<b>487,860</b>	<b>197,400</b>	<b>491,390</b>	<b>294,010</b>	<b>497,950</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>487,860</b>	<b>197,400</b>	<b>491,390</b>	<b>294,010</b>	<b>497,950</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	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 Program Services**

Budget	FTE	Fund	Description
294,000	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**Performance Measures**

**Performance Objective**

Achieve reduction in energy use in all renovation and new construction facility projects by following LEED guidelines.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve LEED green building standards in the design and construction of all new City buildings and major renovations.	Percentage	100.00	100.00	100.00

**Performance Objective**

Assist the department with lowering operational costs by establishing procedures for staff to reduce energy consumption through various conservation methods.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by Public Services within one year.	Percentage	2.00	2.00	2.00

## Departmental Budgets



### Public Services

#### Program 4: Director's Office

**Description:** This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

**Goal:** To promote service excellence through effective administration, structured processes, and improved management systems.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	567,270	292,710	622,710	330,000	650,400
Employee Benefits	224,380	109,400	227,270	117,870	269,200
Other Expenses	571,790	98,810	176,170	77,360	180,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,363,440</b>	<b>500,920</b>	<b>1,026,150</b>	<b>525,230</b>	<b>1,100,210</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,363,440</b>	<b>500,920</b>	<b>1,026,150</b>	<b>525,230</b>	<b>1,100,210</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	10.00	9.00	(1.00)	9.00

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

Budget	FTE	Fund	Description
497,910	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in computer equipment and data processing expenses.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,000)	0.00	(5,170)	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage and Fuel expenses.
31,730	0.00	32,190	0.00	Income Tax-Infrastructure	This increase represents the annual costs for software and hardware maintenance of the Kronos Time and Attendance System.
1,640	(1.00)	3,030	(1.00)	General Fund	This represents the transfer of a Senior Administrative Specialist from the Director's Office to the Neighborhood Operations Division.
(1,800)	0.00	(1,800)	0.00	General Fund	This represents the reduction of local travel expenses.

## Performance Measures

### Performance Objective

Establish an open-door policy to help facilitate open communication among the various departments the Public Services department interacts with by increasing intra-city partnerships.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve a 20 percent increase in intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems.	Percentage	25.00	25.00	25.00





**Program 5: Special Operations**

**Description:** This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

**Goal:** To support the operational needs of Division of Neighborhood Operations' major programs through the use of volunteers and prisoners and through providing education and information to the Division's customers.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	622,530	319,440	706,870	387,430	730,510
Employee Benefits	268,150	146,530	342,900	196,370	362,360
Other Expenses	580,170	318,930	476,520	157,600	477,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,470,850</b>	<b>784,900</b>	<b>1,526,290</b>	<b>741,400</b>	<b>1,570,150</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,470,850</b>	<b>784,900</b>	<b>1,526,290</b>	<b>741,400</b>	<b>1,570,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	13.00	1.00	13.00

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

Budget	FTE	Fund	Description
759,240	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in personnel expenses.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,420)	0.00	(2,420)	0.00	General Fund	This represents a decrease to Fuel expenses.
7,590	0.00	6,080	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
(57,000)	0.00	(57,000)	0.00	General Fund	This will decrease the maintenance of Wesleyan cemetery since the current service level exceeds the requirements of the court order.
(11,550)	0.00	(11,550)	0.00	General Fund	This represents a reduction to the budget for Keep Cincinnati Beautiful.
46,350	1.00	63,960	1.00	General Fund	This represents an increase for a new Customer Service Representative position.

# Departmental Budgets

## Public Services



### Performance Measures

#### Performance Objective

Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	Percentage	74.47	90.00	90.00



**Program 6: Traffic Control, Pavement & Structure Maint.**

**Description:** This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

**Goal:** To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	4,847,950	2,612,830	4,543,650	1,930,820	4,648,270
Employee Benefits	3,453,270	1,281,110	2,593,940	1,312,830	2,763,180
Other Expenses	3,655,780	1,931,300	3,976,300	2,045,000	4,080,360
Properties	28,090	5,260	29,440	24,180	30,430
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>11,985,090</b>	<b>5,830,500</b>	<b>11,143,330</b>	<b>5,312,830</b>	<b>11,522,240</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,985,090</b>	<b>5,830,500</b>	<b>11,143,330</b>	<b>5,312,830</b>	<b>11,522,240</b>
Capital Projects	346,800	0	330,000	330,000	330,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	160.50	156.00	153.00	(3.00)	153.00

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

Budget	FTE	Fund	Description
5,720,100	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefit expenses.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(59,410)	0.00	(59,410)	0.00	Income Tax-Infrastructure	This represents a decrease to Fuel expenses.
(103,010)	0.00	(103,010)	0.00	Street Const Maint & Repair	
(17,100)	0.00	(17,100)	0.00	Municipal Motor Vehicle Lic Tx	
24,230	(1.00)	20,570	(1.00)	Income Tax-Infrastructure	This represents the transfer of a welder and two automotive mechanic crew chiefs from Traffic and Road Operations to Fleet Services within the Department of Public Services. This also represents additional Automotive by Municipal Garage resources in order to support Fleet Services Division parts and labor expenses.
(4,300)	(2.00)	(7,540)	(2.00)	Street Const Maint & Repair	
(242,060)	0.00	(242,060)	0.00	Street Const Maint & Repair	This represents savings from not filling some current vacancies.

**Performance Measures**

**Performance Objective**

Repair critical potholes in the pavement within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of critical potholes repaired within 48 hours.	Percentage	46.86	50.00	50.00

# Departmental Budgets

## Public Services



### Performance Objective

Promptly correct reported traffic signal outages within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of traffic signal outages made safe within 48 hours.	Percentage	100.00	100.00	100.00



**Program 7: Residential Collections**

**Description:** This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

**Goal:** To promote neighborhood investment, public safety and service excellence by managing the City's many waste collection efforts in an environmentally and cost effective manner.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	4,346,140	2,208,320	4,663,730	2,455,410	4,499,670
Employee Benefits	2,202,510	1,031,930	2,219,760	1,187,830	2,176,840
Other Expenses	4,813,390	2,504,590	5,301,130	2,796,540	5,412,940
Properties	0	0	0	0	0
Debt Service	79,170	14,240	77,320	63,080	75,600
<b>Operating Total</b>	<b>11,441,210</b>	<b>5,759,080</b>	<b>12,261,940</b>	<b>6,502,860</b>	<b>12,165,050</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,441,210</b>	<b>5,759,080</b>	<b>12,261,940</b>	<b>6,502,860</b>	<b>12,165,050</b>
Capital Projects	0	4,700,000	0	(4,700,000)	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	1,900,000	1,900,000	1,900,000
Total Full-time Equivalent Positions	102.00	113.00	115.00	2.00	110.00

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

Budget	FTE	Fund	Description
6,035,680	(3.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in personnel expenses. The change in FTE is related to positions eliminated from the Department's table of organization per the 2013 Approved Budget.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(102,420)	0.00	(102,420)	0.00	General Fund	This represents a decrease to Fuel expenses.
(4,690)	0.00	(4,690)	0.00	Street Const Maint & Repair	
237,470	0.00	190,210	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
700	0.00	560	0.00	Street Const Maint & Repair	
73,150	1.00	74,550	1.00	General Fund	This represents the transfer of a Sanitation Specialist position from the Right of Way Maintenance program to the Solid Waste program.
191,360	4.00	191,360	4.00	General Fund	This represents an increase for the Yard Waste Program in order to maintain current service levels.
(1,640)	1.00	(3,030)	1.00	General Fund	This represents the transfer of a Senior Administrative Specialist from the Director's Office to the Neighborhood Operations Division.
307,590	3.00	318,320	3.00	General Fund	This increase is for a Cart Program in the Neighborhood Operations Division. This will support the staff and equipment necessary to make repairs to the carts and make efficient swaps for those citizens requesting different carts.

## Departmental Budgets

### Public Services



### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(227,500)	(5.00)	General Fund	This represents a reduction in staff needed to collect Solid Waste to be implemented October 2014. The newly distributed trash carts coupled with the purchase of fully-automated trash trucks will reduce staffing from 2 crew members down to 1 member per truck.
(228,900)	(4.00)	(312,990)	(4.00)	General Fund	This reduction represents savings resulting from the implementation of a recent solid waste route optimization study to reduce the City's routes from 27 to 25 effective October 2013. This streamlines the way the City provides solid waste collection services to the residents of Cincinnati.

## Performance Measures

### Performance Objective

Provide efficient and effective collection of residential tires.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent collected within 2 weeks of request.	Percentage	100.00	100.00	100.00



**Program 8: Right of Way Maintenance**

**Description:** This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

**Goal:** To promote neighborhood investment, economic development, and public safety by providing an aesthetically pleasing appearance throughout the community by maintaining clean right-of-ways, green spaces, streets, gateways, and thoroughfares.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,394,570	1,204,280	1,923,600	719,320	1,888,700
Employee Benefits	1,189,860	626,130	978,680	352,550	1,003,570
Other Expenses	1,928,210	981,770	2,236,490	1,254,720	2,276,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,512,640</b>	<b>2,812,180</b>	<b>5,138,770</b>	<b>2,326,590</b>	<b>5,168,480</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,512,640</b>	<b>2,812,180</b>	<b>5,138,770</b>	<b>2,326,590</b>	<b>5,168,480</b>
Capital Projects	175,200	0	186,500	186,500	186,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	57.00	57.00	50.00	(7.00)	50.00

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

Budget	FTE	Fund	Description
2,862,850	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in automotive parts and personnel expenses.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(13,540)	0.00	(13,540)	0.00	General Fund	
(9,640)	0.00	(9,640)	0.00	Stormwater Management	This represents a decrease to Fuel expenses.
(13,340)	0.00	(13,340)	0.00	Street Const Maint & Repair	
22,670	0.00	18,170	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
8,070	0.00	6,460	0.00	Stormwater Management	
25,290	0.00	20,250	0.00	Street Const Maint & Repair	
(73,150)	(1.00)	(74,550)	(1.00)	General Fund	This represents the transfer of a Sanitation Specialist position from the Right of Way Maintenance program to the Solid Waste program. This also represents the elimination of a Sanitation Specialist and two Service Area Crew Leaders from the Right of Way Maintenance program.
(250,520)	(3.00)	(259,940)	(3.00)	Street Const Maint & Repair	
(125,030)	(2.00)	(127,560)	(2.00)	Street Const Maint & Repair	This represents the elimination of a Laborer and Sanitation Specialist from the Right of Way Maintenance program.

# Departmental Budgets

## Public Services



### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(45,940)	(1.00)	(47,060)	(1.00)	Street Const Maint & Repair	This represents the elimination of a Laborer from the Greenspace and Lots Program.
(14,630)	0.00	(90,330)	0.00	General Fund	This will result in savings from not filling some of the current vacancies.
(46,790)	0.00	(46,790)	0.00	Street Const Maint & Repair	

### Performance Measures

#### Performance Objective

Maintain clean aesthetically pleasing right-of-ways and green space by maintaining a quality rating of 2.0 for high visibility routes including certain gateways and thoroughfares.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
A litter index rating of 2.0 or lower.	Whole Number	1.37	2.00	2.00





**Program 9: Property Management**

**Description:** This program provides management, architectural services and maintenance of all city-owned buildings.

**Goal:** To manage City assets as long term investments in order to achieve service excellence.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,197,220	633,430	1,283,410	649,980	1,308,960
Employee Benefits	739,370	266,110	599,970	333,860	639,580
Other Expenses	2,942,350	1,682,780	3,158,860	1,476,080	3,249,950
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,878,940</b>	<b>2,582,320</b>	<b>5,042,240</b>	<b>2,459,920</b>	<b>5,198,490</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,878,940</b>	<b>2,582,320</b>	<b>5,042,240</b>	<b>2,459,920</b>	<b>5,198,490</b>
Capital Projects	6,526,700	2,800,000	20,626,100	17,826,100	9,554,400
Consolidated Plan Projects	497,250	179,500	497,250	317,750	497,250
Program Revenue	0	0	9,000	9,000	9,000
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00	29.00

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

Budget	FTE	Fund	Description
2,566,570	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefits.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
520	0.00	540	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage and Fuel expenses.
(18,620)	0.00	(19,240)	0.00	Income Tax-Infrastructure	
(85,000)	0.00	(85,000)	0.00	General Fund	This represents a reduction to the budget for the maintenance of Fountain Square.

**Performance Measures**

**Performance Objective**

To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers satisfied with CFM's management of their facilities.	Percentage	90.00	90.00	90.00

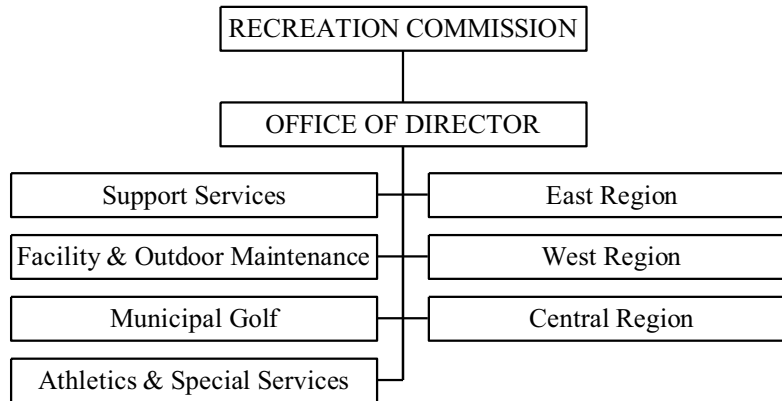


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## Recreation

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

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	12,510,640	6,171,070	12,429,700	6,258,630	12,737,460
Employee Benefits	3,941,100	2,063,050	4,073,500	2,010,450	4,270,170
Other Expenses	10,959,180	5,706,490	10,752,730	5,046,240	10,375,050
Properties	35,460	18,300	37,780	19,480	39,060
Debt Service	758,920	111,570	734,580	623,020	721,240
<b>Operating Total</b>	<b>28,205,300</b>	<b>14,070,480</b>	<b>28,028,290</b>	<b>13,957,820</b>	<b>28,142,980</b>
Internal Service Funds	30,630	15,680	30,500	14,820	30,710
<b>Total</b>	<b>28,235,930</b>	<b>14,086,160</b>	<b>28,058,790</b>	<b>13,972,640</b>	<b>28,173,690</b>
Capital Projects	4,656,300	1,520,000	5,642,600	4,122,600	4,829,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	10,165,250	3,147,325	6,692,550	3,545,225	6,692,550
Total Full-time Equivalent Positions	411.38	418.53	402.04	(16.49)	405.14

# 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. Indoor/Facility Maintenance
8. Outdoor Maintenance
9. Golf
10. Athletics
11. Aquatics
12. Planning & Development

### Program Summaries

#### Program 1: Support Services

**Description:** The Support Services Division sets the policies of the department and is responsible for public relations, master planning, information technology, comprehensive financial management, employment and training of staff, oversight of all personnel records.

**Goal:** The Support Service Division develops services that will promote a positive department and City image, enhance credibility, and encourage greater private sector financial support and neighborhood volunteer support of the department's programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,184,430	600,180	1,171,530	571,350	1,211,900
Employee Benefits	549,850	243,380	466,500	223,120	501,820
Other Expenses	348,390	155,650	312,110	156,460	324,570
Properties	35,460	18,300	37,780	19,480	39,060
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,118,130</b>	<b>1,017,510</b>	<b>1,987,920</b>	<b>970,410</b>	<b>2,077,350</b>
Internal Service Funds	30,630	15,680	30,500	14,820	30,710
<b>Total</b>	<b>2,148,760</b>	<b>1,033,190</b>	<b>2,018,420</b>	<b>985,230</b>	<b>2,108,060</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	145,500	101,330	292,550	191,230	292,550
Total Full-time Equivalent Positions	24.21	24.40	23.70	(0.70)	23.70



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

Budget	FTE	Fund	Description
1,116,510	1.15	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is attributable to an increase in part-time staffing levels.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
5,290	0.15	5,290	0.15	General Fund	This increase transfers part-time staff from the Planning and Development program.
(50,000)	0.00	(50,000)	0.00	General Fund	This reduction eliminates funding for the Arts Grants program.
(73,500)	0.00	(73,500)	0.00	General Fund	This represents the transfer of the Superintendent position from General Fund 050 to Municipal Golf Fund 105.
73,500	0.00	73,500	0.00	Municipal Golf	
(62,630)	(1.00)	(63,400)	(1.00)	General Fund	This reduction would eliminate a Clerk Typist 3 position from the Support Services program.
(37,250)	(1.00)	(18,350)	(0.50)	General Fund	This reduction reduces Recreation Program Leader part-time FTE across the board by 1.0 FTE.

**Performance Measures**

**Performance Objective**

To respond effectively and efficiently to interdepartmental inquiries and requests.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of staff who responded that they were satisfied or extremely satisfied with the services provided by the Support Services Program in a biennial survey.	Percentage	89.00	85.00	85.00

# Departmental Budgets



## Recreation

### Program 2: West Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,014,590	1,012,410	1,998,180	985,770	2,078,090
Employee Benefits	601,380	330,040	692,690	362,650	728,480
Other Expenses	661,630	327,920	648,140	320,220	679,460
Properties	0	0	0	0	0
Debt Service	132,620	22,800	129,660	106,860	127,030
<b>Operating Total</b>	<b>3,410,220</b>	<b>1,693,170</b>	<b>3,468,670</b>	<b>1,775,500</b>	<b>3,613,060</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,410,220</b>	<b>1,693,170</b>	<b>3,468,670</b>	<b>1,775,500</b>	<b>3,613,060</b>
Capital Projects	1,555,500	1,200,000	2,568,700	1,368,700	1,208,200
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	679,180	0	0	0	0
Total Full-time Equivalent Positions	67.21	65.70	63.94	(1.76)	66.03

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,832,460	0.33	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is the result of an increase in part-time staffing levels.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,050)	0.00	(2,050)	0.00	General Fund	This reduction represents fuel savings.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(54,870)	(2.09)	0	0.00	General Fund	This reduction reduces part-time FTE and utility costs for the duration of the Price Hill Center Closure from September 1, 2013 until the end of calendar year 2014.



## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00

### Performance Objective

Percentage of participants who rate program good or excellent

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

### Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 3: East Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,045,800	1,001,400	1,682,080	680,680	1,717,100
Employee Benefits	573,180	340,900	521,390	180,490	543,190
Other Expenses	669,940	319,400	585,360	265,960	602,400
Properties	0	0	0	0	0
Debt Service	121,190	20,840	118,470	97,640	116,080
<b>Operating Total</b>	<b>3,410,110</b>	<b>1,682,540</b>	<b>2,907,300</b>	<b>1,224,770</b>	<b>2,978,770</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,410,110</b>	<b>1,682,540</b>	<b>2,907,300</b>	<b>1,224,770</b>	<b>2,978,770</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	971,750	0	0	0	0
Total Full-time Equivalent Positions	75.14	73.59	65.01	(8.58)	65.01

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

Budget	FTE	Fund	Description
1,523,980	(2.95)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the shift of positions to other programs within the department.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(61,630)	(1.00)	(62,970)	(1.00)	General Fund	This reduction transfers one Community Center Director position from the Mount Auburn Center to the Coryville Center within the Central Community Center Operations program.
(127,710)	(2.00)	(129,450)	(2.00)	General Fund	This reduction will close Bush Recreation Center, which is located in Walnut Hills. This closure will result in the elimination of two full-time positions.
(2,170)	0.00	(2,170)	0.00	General Fund	This reduction represents fuel savings.
(5,220)	(0.13)	(5,220)	(0.13)	General Fund	This reduction reduces Municipal Worker part-time FTE.
(75,190)	(1.78)	(76,200)	(1.78)	General Fund	This reduction will close the Mt. Auburn Recreation center located in the East Region.
(1,840)	0.00	(1,900)	0.00	Contributions For Recreation	
(24,010)	(0.72)	(24,660)	(0.72)	Recreation Special Activities	





## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00

### Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

### Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 4: Central Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,972,530	964,880	2,051,080	1,086,200	2,114,520
Employee Benefits	610,100	324,140	699,700	375,560	730,950
Other Expenses	719,690	337,550	676,430	338,880	705,440
Properties	0	0	0	0	0
Debt Service	133,370	22,930	130,390	107,460	127,740
<b>Operating Total</b>	<b>3,435,690</b>	<b>1,649,500</b>	<b>3,557,600</b>	<b>1,908,100</b>	<b>3,678,650</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,435,690</b>	<b>1,649,500</b>	<b>3,557,600</b>	<b>1,908,100</b>	<b>3,678,650</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	838,150	0	0	0	0
Total Full-time Equivalent Positions	67.90	65.98	69.00	3.02	70.01

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

Budget	FTE	Fund	Description
1,886,530	3.87	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the shift of staffing from other programs within the department.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
61,630	1.00	62,970	1.00	General Fund	This increase to the Corryville Center transfers one Community Center Director position from the Mount Auburn Center in the East Region Community Center Operations program.
10,000	0.00	10,000	0.00	Recreation Fed Grant Project	This increase represents expenditures that will be funded from a two-year grant received in 2013 from the Ohio Department of Natural Resources Division of Watercraft.
(4,510)	0.00	(4,510)	0.00	General Fund	This reduction represents fuel savings.
(15,690)	(0.84)	(16,050)	(0.84)	General Fund	This reduction reduces Municipal Worker and Recreation Program Leader part-time FTE.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(31,690)	(1.01)	0	0.00	General Fund	This reduction reduces part-time FTE and utility costs for the duration of the Clifton Center Closure from September 1, 2013 until the end of calendar year 2014.

**Performance Measures**

**Performance Objective**

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00

**Performance Objective**

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

**Performance Objective**

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 5: Therapeutic Recreation

**Description:** The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

**Goal:** These programs provide the individual with the opportunity for self-expression and encourage social interaction.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	632,780	306,920	657,400	350,480	688,520
Employee Benefits	141,900	101,620	214,880	113,260	226,120
Other Expenses	81,910	48,100	96,260	48,170	98,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>856,590</b>	<b>456,640</b>	<b>968,540</b>	<b>511,910</b>	<b>1,013,200</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>856,590</b>	<b>456,640</b>	<b>968,540</b>	<b>511,910</b>	<b>1,013,200</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	85,500	0	0	0	0
Total Full-time Equivalent Positions	28.77	23.09	24.07	0.98	24.07

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

Budget	FTE	Fund	Description
511,840	0.98	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is related to an increase in part-time staffing.

## Performance Measures

### Performance Objective

Promote participation of individuals with disabilities in general recreation (inclusive) programs through advocacy and support services

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of internal training programs offered by Therapeutics staff to other departmental staff	Whole Number	10.00	10.00	10.00

### Performance Objective

To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Program evaluation and percent of participant satisfaction.	Percentage	90.00	90.00	90.00



**Program 6: Seniors**

**Description:** The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

**Goal:** The Senior Division partners with the Department's community centers to offer excellent senior programs directly in the neighborhoods where participants live.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	374,200	155,440	312,740	157,300	318,530
Employee Benefits	67,530	32,110	63,690	31,580	64,320
Other Expenses	122,460	63,800	129,880	66,080	133,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>564,190</b>	<b>251,350</b>	<b>506,310</b>	<b>254,960</b>	<b>516,190</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>564,190</b>	<b>251,350</b>	<b>506,310</b>	<b>254,960</b>	<b>516,190</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	285,500	0	0	0	0
Total Full-time Equivalent Positions	13.05	12.05	12.09	0.04	12.09

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

Budget	FTE	Fund	Description
254,920	0.04	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**Performance Measures**

**Performance Objective**

To expand senior program opportunities in recreation centers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating all senior programs good to excellent.	Percentage	96.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 7: Indoor/Facility Maintenance

**Description:** The purpose of the Facility Maintenance Division is to maintain the infrastructure of the Cincinnati Recreation Commission recreation centers and facilities in safe, comfortable, and aesthetically attractive conditions.

**Goal:** The Indoor/Facility Maintenance Division is dedicated to keeping all of the Department's facilities operating in a safe and efficient manner.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	809,800	412,200	831,380	419,180	844,820
Employee Benefits	373,890	197,770	383,540	185,770	399,810
Other Expenses	626,440	334,910	592,140	257,230	612,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,810,130</b>	<b>944,880</b>	<b>1,807,060</b>	<b>862,180</b>	<b>1,857,430</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,810,130</b>	<b>944,880</b>	<b>1,807,060</b>	<b>862,180</b>	<b>1,857,430</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,500	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.41	15.78	0.37	15.78

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

Budget	FTE	Fund	Description
928,060	0.37	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is related to an increase in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,600)	0.00	(15,600)	0.00	General Fund	This reduction represents vehicle maintenance and repair savings.
(4,780)	0.00	(4,780)	0.00	General Fund	This reduction represents fuel savings.
(44,880)	0.00	(44,880)	0.00	General Fund	This exception eliminates the funding for chlorine, hydrochloric acid, and repair line items associated with the closure of Camp Washington, Fairview, Filson, Spring Grove Village, and Ziegler swimming pools.

## Performance Measures

### Performance Objective

To offer clean, safe and well-maintained facilities for public use.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

To complete work orders related to indoor maintenance in a timely manner.

	<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of work orders completed.		Percentage	97.00	95.00	95.00

## Departmental Budgets



### Recreation

#### Program 8: Outdoor Maintenance

**Description:** Outdoor Maintenance provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

**Goal:** The Outdoor Maintenance Division is dedicated to keeping all of the Department's grounds and properties clean, mowed and safe.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,860,050	896,180	1,685,660	789,480	1,707,070
Employee Benefits	613,260	350,950	686,450	335,500	717,520
Other Expenses	697,330	376,000	715,490	339,490	735,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,170,640</b>	<b>1,623,130</b>	<b>3,087,600</b>	<b>1,464,470</b>	<b>3,159,930</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,170,640</b>	<b>1,623,130</b>	<b>3,087,600</b>	<b>1,464,470</b>	<b>3,159,930</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	300	0	0	0	0
Total Full-time Equivalent Positions	56.74	55.01	46.37	(8.64)	46.37

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

Budget	FTE	Fund	Description
1,696,180	(0.78)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a decrease in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(184,050)	(7.86)	(184,050)	(7.86)	General Fund	This decrease will reduce the funding for outdoor maintenance work performed by part-time staff.
(45,660)	0.00	(45,660)	0.00	General Fund	This reduction represents fuel savings.

## Performance Measures

### Performance Objective

To complete work orders related to outdoor maintenance in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of work orders completed.	Percentage	97.00	95.00	95.00
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00





**Performance Objective**

To ensure playground safety via the playground safety team inspection program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of weekly inspections conducted on playgrounds.	Whole Number	1.00	1.00	1.00

**Performance Objective**

To offer clean, safe and well-maintained outdoor facilities for public use.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating outdoor facilities good to excellent.	Percentage	96.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 9: Golf

**Description:** The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

**Goal:** To offer fun and affordable golf course programs for the citizens of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	148,380	75,510	147,920	72,410	154,630
Employee Benefits	49,040	26,400	64,900	38,500	67,520
Other Expenses	6,223,690	3,351,500	6,220,970	2,869,480	5,675,730
Properties	0	0	0	0	0
Debt Service	371,740	45,000	356,060	311,060	350,390
<b>Operating Total</b>	<b>6,792,850</b>	<b>3,498,410</b>	<b>6,789,850</b>	<b>3,291,450</b>	<b>6,248,270</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,792,850</b>	<b>3,498,410</b>	<b>6,789,850</b>	<b>3,291,450</b>	<b>6,248,270</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,400,000	3,046,000	6,400,000	3,354,000	6,400,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

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

Budget	FTE	Fund	Description
3,578,460	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(277,900)	0.00	(1,026,840)	0.00	Municipal Golf	This decrease will reduce the contract with the golf vendor for management of the City's golf courses in order to maintain an adequate fund balance within the Municipal Golf Fund.
(9,070)	0.00	(9,070)	0.00	Municipal Golf	This reduction represents fuel savings.

## Performance Measures

### Performance Objective

To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating golf facilities good to excellent.	Percentage	0.00	90.00	90.00

### Performance Objective

To increase rounds played at City-owned golf courses.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in the number of rounds played at the six municipal golf courses over previous year statistics.	Percentage	18.00	3.00	3.00



**Program 10: Athletics**

**Description:** The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

**Goal:** The Athletics Division is dedicated to providing customer friendly environments and affordable and diverse activities.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	318,810	199,100	477,950	278,850	487,720
Employee Benefits	86,660	51,700	127,950	76,250	133,950
Other Expenses	541,030	246,300	500,110	253,820	517,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>946,500</b>	<b>497,100</b>	<b>1,106,010</b>	<b>608,920</b>	<b>1,139,610</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>946,500</b>	<b>497,100</b>	<b>1,106,010</b>	<b>608,920</b>	<b>1,139,610</b>
Capital Projects	1,254,700	120,000	722,900	602,900	1,133,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	481,170	0	0	0	0
Total Full-time Equivalent Positions	6.63	8.59	11.98	3.39	11.98

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

Budget	FTE	Fund	Description
609,160	3.39	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is also related to an increase in part-time staffing levels.

**Performance Measures**

**Performance Objective**

To offer affordable and quality adult athletic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in adult program attendance.	Percentage	(8.70)	3.00	3.00

**Performance Objective**

To expand the youth athletic program by offering additional youth athletic opportunities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in the number of youth athletic programs over previous year statistics.	Percentage	2.00	3.00	3.00

## Departmental Budgets



### Recreation

#### Program 11: Aquatics

**Description:** The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

**Goal:** The Aquatics Division provides safe and clean aquatic facilities for the enjoyment of the citizens of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,142,160	541,610	1,396,680	855,070	1,407,010
Employee Benefits	53,770	66,600	152,560	85,960	156,860
Other Expenses	239,230	130,470	246,130	115,660	258,910
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,435,160</b>	<b>738,680</b>	<b>1,795,370</b>	<b>1,056,690</b>	<b>1,822,780</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,435,160</b>	<b>738,680</b>	<b>1,795,370</b>	<b>1,056,690</b>	<b>1,822,780</b>
Capital Projects	1,846,100	200,000	2,351,000	2,151,000	2,488,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	274,700	0	0	0	0
Total Full-time Equivalent Positions	45.73	62.55	57.77	(4.78)	57.77

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

Budget	FTE	Fund	Description
1,221,340	4.10	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is also related to an increase in part-time staffing levels.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(122,780)	(6.95)	(123,190)	(6.95)	General Fund	This exception will close Camp Washington, Fairview, Filson, Spring Grove Village, and Zieger pools.
(41,780)	(1.93)	(41,940)	(1.93)	General Fund	This reduction reduces Lifeguard, Pool Manager, Recreation Specialist, and Recreation Program Leader part-time FTE.

## Performance Measures

### Performance Objective

To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

To offer safe and affordable aquatic programs for the citizens of Cincinnati.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Increase attendance at pools over previous year statistics.	Percentage	(27.90)	3.00	3.00

## Departmental Budgets



### Recreation

#### Program 12: Planning & Development

**Description:** The purpose of the Technical Services Division is to guide and administer the Capital Improvement Program for the Cincinnati Recreation Commission, and to provide safe and attractive recreation facilities.

**Goal:** Administer the Capital Improvement Program by prioritizing capital needs of the City's assets and improving the sites as allowed within the approved capital budget target.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	7,120	5,240	17,100	11,860	7,550
Employee Benefits	220,540	(2,580)	(750)	1,830	(370)
Other Expenses	27,440	14,920	29,710	14,800	30,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>255,100</b>	<b>17,580</b>	<b>46,060</b>	<b>28,490</b>	<b>37,740</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>255,100</b>	<b>17,580</b>	<b>46,060</b>	<b>28,490</b>	<b>37,740</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.16	10.33	0.17	10.33

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

Budget	FTE	Fund	Description
34,490	0.32	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a reduction in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,460)	(0.15)	(5,460)	(0.15)	General Fund	This reduction transfers part-time staff to the Support Services program.

## Performance Measures

### Performance Objective

To complete capital projects within budget and capital program time frame.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of capital projects completed on time and within budget.	Percentage	100.00	90.00	90.00



## Retirement

The mission of the Department of Retirement is to promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

OFFICE OF THE DIRECTOR

Retirement

### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
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
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	0.00	(10.00)	0.00

## Departmental Budgets

### Retirement



## Department Programs

1. Department of Retirement

## Program Summaries

### Program 1: Department of Retirement

**Description:** The Department of Retirement program was moved to the City Manager's Office as of FY 2014.

**Goal:** See the Retirement Program within the City Manager's Office Budget for additional information.

### Program Budget Summary

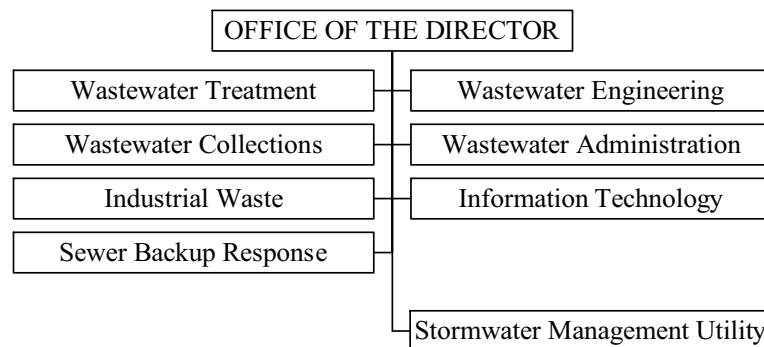
	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	0.00	(10.00)	0.00





## Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers. We will provide our customers and the community with quality, cost effective collection and treatment of wastewater, and 'on-time' engineering, regulatory, and administrative services. We will do this by: -Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations; -Maintaining, expanding, and enhancing our processes and facilities; -Continuing to build the confidence of our customers, local government officials, and regulators; -Using innovative technology; and -Building a cooperative environment that values the employee and supports MSD's vision.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	39,278,730	34,825,120	35,008,530	183,410	36,792,280
Employee Benefits	17,178,780	16,990,290	16,347,610	(642,680)	18,362,900
Other Expenses	58,476,350	50,830,050	66,936,120	16,106,070	67,969,400
Properties	4,221,250	4,375,750	5,783,730	1,407,980	5,949,580
Debt Service	90,823,500	100,364,750	106,419,690	6,054,940	117,500,490
<b>Operating Total</b>	<b>209,978,610</b>	<b>207,385,960</b>	<b>230,495,680</b>	<b>23,109,720</b>	<b>246,574,650</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>209,978,610</b>	<b>207,385,960</b>	<b>230,495,680</b>	<b>23,109,720</b>	<b>246,574,650</b>
Capital Projects	249,372,800	0	308,274,600	308,274,600	280,691,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	258,777,200	267,543,500	281,297,000	13,753,500	291,297,000
Total Full-time Equivalent Positions	764.08	770.00	721.46	(48.54)	747.46

# Departmental Budgets

## Sewers



### Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance
4. Stormwater - NPDES Compliance
5. Stormwater - Flood Control
6. Office of the Director/Administration
7. Wastewater Engineering
8. Information Technology
9. Wastewater Treatment
10. Wastewater Collection
11. Industrial Waste
12. Sewer Backup Response Program

### Program Summaries

#### Program 1: Stormwater - Admin. & Financial Management

**Description:** Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

**Goal:** To provide efficient, cost-effective leadership and management of the Stormwater Management Utility (SMU).

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	146,400	92,560	200,770	108,210	177,320
Employee Benefits	58,410	31,100	64,850	33,750	58,650
Other Expenses	670,970	347,580	623,650	276,080	624,930
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>875,780</b>	<b>471,240</b>	<b>889,270</b>	<b>418,040</b>	<b>860,900</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>875,780</b>	<b>471,240</b>	<b>889,270</b>	<b>418,040</b>	<b>860,900</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,987,200	4,753,500	9,507,000	4,753,500	9,507,000
Total Full-time Equivalent Positions	3.00	4.00	3.00	(1.00)	2.00



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

Budget	FTE	Fund	Description
466,360	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is offset by a decrease in personnel and benefits. The change in FTE is due to a net decrease in partial year position specific vacancies.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(11,100)	0.00	(11,430)	0.00	Stormwater Management	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(38,080)	0.00	(78,080)	(1.00)	Stormwater Management	This represents the transfer of a position to the Metropolitan Sewer District effective January 2014 resulting from efficiencies in joint utility management.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
900	0.00	1,800	0.00	Stormwater Management	This increase provides resources for the Stormwater Management Utility (SMU)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.

**Performance Measures**

**Performance Objective**

Ensure the accuracy of all Stormwater Management Utility billing accounts.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customer billing inquiries investigated and resolved with feedback provided to the customer within five working days.	Percentage	99.00	99.00	99.00

## Departmental Budgets



### Sewers

#### Program 2: Stormwater - Engineering

**Description:** This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

**Goal:** To assess stormwater infrastructure to address life safety issues, flooding, and infrastructure protection.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	88,420	45,280	553,700	508,420	563,750
Employee Benefits	34,820	19,440	244,650	225,210	249,680
Other Expenses	290,730	144,060	1,223,680	1,079,630	1,224,410
Properties	0	0	0	0	0
Debt Service	0	0	719,690	719,690	700,490
<b>Operating Total</b>	<b>413,970</b>	<b>208,780</b>	<b>2,741,720</b>	<b>2,532,950</b>	<b>2,738,330</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>413,970</b>	<b>208,780</b>	<b>2,741,720</b>	<b>2,532,950</b>	<b>2,738,330</b>
Capital Projects	0	0	861,000	861,000	600,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	8.00	7.00	8.00

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

Budget	FTE	Fund	Description
2,596,650	8.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is offset by a decrease in personnel and benefits and contractual services. The change in FTE is due to the transfer of personnel from the Stormwater - NPDES Compliance and the Stormwater- Flood Control programs.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(71,890)	(1.00)	(75,950)	(1.00)	Stormwater Management	This represents the elimination of a position resulting from efficiencies in joint utility management.

## Performance Measures

### Performance Objective

Incorporate sustainable infrastructure into drainage projects where feasible.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of projects where environmentally friendly strategies were evaluated for sustainable infrastructure solutions.	Percentage	75.00	25.00	25.00



**Program 3: Stormwater - Operations & Maintenance**

**Description:** This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

**Goal:** To clean and maintain public stormwater related infrastructure.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	512,180	277,360	602,450	325,090	617,180
Employee Benefits	220,840	133,360	292,090	158,730	298,550
Other Expenses	2,758,320	1,408,520	2,884,790	1,476,280	2,976,350
Properties	47,000	37,500	87,050	49,550	82,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,538,340</b>	<b>1,856,740</b>	<b>3,866,380</b>	<b>2,009,650</b>	<b>3,974,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,538,340</b>	<b>1,856,740</b>	<b>3,866,380</b>	<b>2,009,650</b>	<b>3,974,080</b>
Capital Projects	1,032,000	0	0	0	300,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	11.00	11.00	0.00	11.00

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

Budget	FTE	Fund	Description
1,993,600	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is also due to an increase in personnel and benefits, and increases in supplies and materials and equipment related to a new Flush/Vacuum Truck that is now in service. There is no change in FTE.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
7,280	0.00	7,280	0.00	Stormwater Management	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

**Performance Measures**

**Performance Objective**

Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of total inlets inspected and cleaned annually.	Percentage	50.00	50.00	50.00

## Departmental Budgets



### Sewers

#### Program 4: Stormwater - NPDES Compliance

**Description:** The Stormwater -NPDES Compliance program was moved to the Stormwater - Engineering program as of FY 2014.

**Goal:** See the Stormwater - Engineering program budget for additional information.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	257,440	184,610	0	(184,610)	0
Employee Benefits	97,220	82,780	0	(82,780)	0
Other Expenses	472,790	191,550	0	(191,550)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>827,450</b>	<b>458,940</b>	<b>0</b>	<b>(458,940)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>827,450</b>	<b>458,940</b>	<b>0</b>	<b>(458,940)</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	7.00	0.00	(7.00)	0.00



**Program 5: Stormwater - Flood Control**

**Description:** The Stormwater - Flood Control program was moved to the Stormwater - Engineering program as of FY 2014.

**Goal:** See the Stormwater - Engineering program budget for additional information.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	83,200	42,650	0	(42,650)	0
Employee Benefits	33,780	18,700	0	(18,700)	0
Other Expenses	496,920	285,520	0	(285,520)	0
Properties	0	0	0	0	0
Debt Service	823,500	364,750	0	(364,750)	0
<b>Operating Total</b>	<b>1,437,400</b>	<b>711,620</b>	<b>0</b>	<b>(711,620)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,437,400</b>	<b>711,620</b>	<b>0</b>	<b>(711,620)</b>	<b>0</b>
Capital Projects	516,500	0	0	0	0
Consolidated Plan Projects	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



## Sewers

### Program 6: Office of the Director/Administration

**Description:** Manage the department's centralized support services along with the overall leadership of the organization.

**Goal:** Provide excellent internal and external customer service, and human resources development.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	4,262,770	3,570,120	4,341,740	771,620	4,434,950
Employee Benefits	1,587,650	1,417,960	1,632,110	214,150	1,842,190
Other Expenses	8,973,690	7,735,860	7,846,300	110,440	7,823,240
Properties	4,174,250	4,338,250	5,696,680	1,358,430	5,867,580
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,998,360</b>	<b>17,062,190</b>	<b>19,516,830</b>	<b>2,454,640</b>	<b>19,967,960</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,998,360</b>	<b>17,062,190</b>	<b>19,516,830</b>	<b>2,454,640</b>	<b>19,967,960</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	248,790,000	262,790,000	271,790,000	9,000,000	281,790,000
Total Full-time Equivalent Positions	64.15	66.00	58.00	(8.00)	58.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,386,160	(7.00)	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases and is also attributable to an increase in previously capitalized expenses that are now included in the operating budget. The change in FTE is due to a reduction of administrative and engineering positions.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,395,040)	0.00	(1,290,520)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
1,572,390	0.00	1,619,540	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(192,140)	(2.00)	(196,560)	(2.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.
37,090	1.00	76,010	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Stormwater Management Utility effective January 2014 resulting from efficiencies in joint utility management.





**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
49,100	0.00	83,500	0.00	Metropolitan Sewer District	This increase provides resources for the Metropolitan Sewer District (MSD)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.

**Performance Measures**

**Performance Objective**

Provide timely service to external customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of sewer backup responses within four hours of request.	Percentage	93.00	90.00	90.00
Average time in minutes from when a MSD crew arrives at customer property to the time the MSD crew finishes the sewer backup investigation.	Whole Number	45.00	60.00	60.00

# Departmental Budgets



## Sewers

### Program 7: Wastewater Engineering

**Description:** Provide quality and on-time engineering services to internal and external customers.

**Goal:** Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	5,191,150	4,984,900	3,296,150	(1,688,750)	4,149,800
Employee Benefits	2,305,910	2,654,470	1,366,850	(1,287,620)	2,062,190
Other Expenses	908,170	957,550	6,278,200	5,320,650	6,384,530
Properties	0	0	0	0	0
Debt Service	90,000,000	100,000,000	105,700,000	5,700,000	116,800,000
<b>Operating Total</b>	<b>98,405,230</b>	<b>108,596,920</b>	<b>116,641,200</b>	<b>8,044,280</b>	<b>129,396,520</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>98,405,230</b>	<b>108,596,920</b>	<b>116,641,200</b>	<b>8,044,280</b>	<b>129,396,520</b>
Capital Projects	247,824,300	0	307,413,600	307,413,600	279,791,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.16	155.00	128.00	(27.00)	155.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,005,440	(28.00)	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to increases in personnel and benefits. The change in FTE is related to an elimination of engineering positions.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
345,950	4.00	358,460	4.00	Metropolitan Sewer District	This increase provides for two Public Works Inspector 2 positions, a Senior Engineer position, and a Supervising Engineer position for the Engineering and Quality Assurance program.
(157,950)	0.00	(155,470)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
406,220	0.00	418,410	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
5,700,000	0.00	16,800,000	0.00	Metropolitan Sewer District	This increase will provide an increase in debt service.
(232,600)	(3.00)	(244,210)	(3.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



**Performance Measures**

**Performance Objective**

Comply with approved and established capital project and program scopes, schedules, and budgets.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of capital improvement construction projects completed on schedule.	Percentage	100.00	90.00	90.00

# Departmental Budgets



## Sewers

### Program 8: Information Technology

**Description:** Provide Information Systems planning, implementation, and support services.

**Goal:** Provide a reliable and secure network environment to improve MSD's business efficiency.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,197,250	1,898,020	1,645,470	(252,550)	1,699,220
Employee Benefits	855,920	840,750	724,030	(116,720)	794,550
Other Expenses	3,578,230	3,717,180	3,628,900	(88,280)	3,718,950
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,631,400</b>	<b>6,455,950</b>	<b>5,998,400</b>	<b>(457,550)</b>	<b>6,212,720</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,631,400</b>	<b>6,455,950</b>	<b>5,998,400</b>	<b>(457,550)</b>	<b>6,212,720</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	32.00	31.00	26.73	(4.27)	26.73

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
290,380	0.73	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases, and is also attributable to the consolidation of all office machine rentals across all divisions into this program. The change in FTE is due to an increase in a partial year co-op position.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,286,840)	0.00	(1,325,440)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
1,013,900	0.00	1,044,320	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(138,270)	(1.00)	(144,600)	(1.00)	Metropolitan Sewer District	This reduction represents the transfer of one Information Technology Assistant Manager from the Metropolitan Sewer District to the Department of Enterprise Technology Solutions.
(338,510)	(4.00)	(354,570)	(4.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



**Performance Measures**

**Performance Objective**

Provide a highly reliable information technology system infrastructure for managing MSD business.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage availability of critical business systems maintained by the IT division.	Percentage	99.00	99.00	99.00

# Departmental Budgets



## Sewers

### Program 9: Wastewater Treatment

**Description:** Reclaim wastewater and return it to the environment.

**Goal:** Operate and maintain seven water reclamation facilities (WRFs) and associated pump stations.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	15,740,530	14,384,570	13,840,230	(544,340)	14,081,560
Employee Benefits	6,956,820	7,163,520	6,652,920	(510,600)	7,164,390
Other Expenses	27,003,590	24,000,530	24,633,160	632,630	25,123,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>49,700,940</b>	<b>45,548,620</b>	<b>45,126,310</b>	<b>(422,310)</b>	<b>46,369,340</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>49,700,940</b>	<b>45,548,620</b>	<b>45,126,310</b>	<b>(422,310)</b>	<b>46,369,340</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	281.77	282.00	258.00	(24.00)	258.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
897,290	(7.00)	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases, and is offset by a decrease in personnel and benefits. The change in FTE is due to a decrease of engineering and maintenance positions.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
129,350	0.00	133,230	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(333,440)	(4.00)	(343,740)	(4.00)	Metropolitan Sewer District	This transfers an Assistant Treatment Superintendent position and three Laboratory Technician 3 positions to the Industrial Waste program.
(90,760)	0.00	(90,760)	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(987,970)	(13.00)	(1,034,880)	(13.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



**Performance Measures**

**Performance Objective**

Meet or exceed the regulatory compliance established through their National Pollutant Discharge Elimination System (NPDES) permit.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of NPDES reporting data met or performed better than the limits set by the Environmental Protection Agency (EPA).	Percentage	99.90	99.30	99.30

## Departmental Budgets



### Sewers

#### Program 10: Wastewater Collection

**Description:** Collect wastewater and convey it to the regional wastewater reclamation facilities.

**Goal:** Operate and maintain 3,100 miles of pipe proactively.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	7,667,220	6,651,240	6,822,370	171,130	6,996,190
Employee Benefits	3,709,550	3,412,370	3,552,800	140,430	3,880,050
Other Expenses	8,224,050	7,809,010	12,831,930	5,022,920	13,066,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>19,600,820</b>	<b>17,872,620</b>	<b>23,207,100</b>	<b>5,334,480</b>	<b>23,942,800</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>19,600,820</b>	<b>17,872,620</b>	<b>23,207,100</b>	<b>5,334,480</b>	<b>23,942,800</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	158.00	158.00	162.00	4.00	162.00

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

Budget	FTE	Fund	Description
5,358,360	4.00	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases, and is also attributable to an increase in previously capitalized expenses that are now included in the operating budget. The change in FTE is due to an increase in administrative and engineering positions which is partially offset by the transfer of three positions to the Sewer Backup Response program.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
30	0.00	(1,730)	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

## Performance Measures

### Performance Objective

Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of cleanouts installed.	Number	1,052.00	2,000.00	2,000.00
Percentage of surveyed sewer backup customers who report receiving courteous and respectful treatment from MSD employees.	Percentage	96.70	95.00	95.00





**Program 11: Industrial Waste**

**Description:** Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

**Goal:** Protect MSD assets through industry surveillance, and provide lab analysis support.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,132,160	2,693,840	3,512,390	818,550	3,873,400
Employee Benefits	1,317,840	1,215,840	1,717,410	501,570	1,907,360
Other Expenses	1,488,510	1,238,160	1,475,960	237,800	1,517,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,938,510</b>	<b>5,147,840</b>	<b>6,705,760</b>	<b>1,557,920</b>	<b>7,298,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,938,510</b>	<b>5,147,840</b>	<b>6,705,760</b>	<b>1,557,920</b>	<b>7,298,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	54.00	54.00	63.73	9.73	63.73

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

Budget	FTE	Fund	Description
1,341,020	7.73	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases, and is also attributable to an increase in personnel and benefits and materials and supplies. The change in FTE is due to the transfer of laboratory positions from the Wastewater Treatment program.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(77,500)	0.00	(79,820)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
133,890	0.00	137,910	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
333,440	4.00	343,750	4.00	Metropolitan Sewer District	This transfers an Assistant Treatment Superintendent position and three Laboratory Technician 3 positions from the Wastewater Treatment program.
1,910	0.00	0	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(136,160)	(2.00)	(141,480)	(2.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.

# Departmental Budgets

## Sewers



### Performance Measures

#### Performance Objective

Provide lab analysis support to internal customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average total cost per analysis performed by Division of Industrial Waste (Total laboratory costs include salaries, wages, benefits, chemicals, equipment, and supplies.)	Dollar Amount	6.64	9.00	9.00



**Program 12: Sewer Backup Response Program**

**Description:** Provide customer relief for capacity related sewer backup

**Goal:** Comply with Consent Decree requirements for response and assistance to Sewer Backup (SBU) customers.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	193,260	193,260	198,910
Employee Benefits	0	0	99,900	99,900	105,290
Other Expenses	3,610,390	2,994,560	5,509,550	2,514,990	5,509,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,610,390</b>	<b>2,994,560</b>	<b>5,802,710</b>	<b>2,808,150</b>	<b>5,813,750</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,610,390</b>	<b>2,994,560</b>	<b>5,802,710</b>	<b>2,808,150</b>	<b>5,813,750</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	3.00	3.00	3.00

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

Budget	FTE	Fund	Description
2,807,840	3.00	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to standard inflationary increases, and is also attributable to an increase in contractual services and personnel and benefits. The change in FTE is due to the transfer of three positions from the Wastewater Collection program.

**Performance Measures**

**Performance Objective**

Respond with Sewer Backup Response service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average cost for each sewer backup cleanup that is the responsibility of MSD.	Dollar Amount	4,128.00	4,500.00	4,500.00

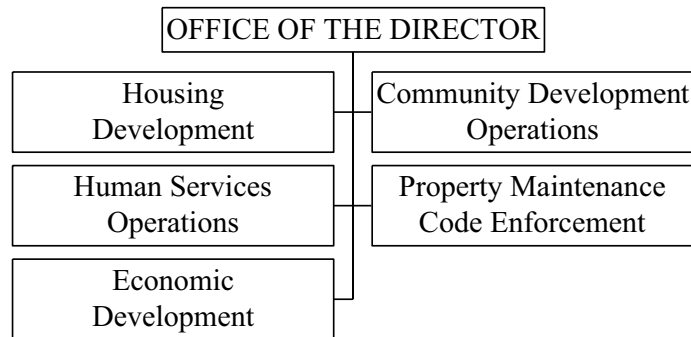


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## Trade and Development

The mission of the Department of Trade & Development is to partner to build a vibrant, safe and sustainable city that celebrates its neighborhoods, serves as a center of commerce and meets the needs of our most vulnerable citizens.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,027,290	1,096,410	2,681,880	1,585,470	2,801,070
Employee Benefits	1,118,170	642,920	1,437,720	794,800	1,504,490
Other Expenses	3,631,270	1,862,550	3,227,310	1,364,770	3,205,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,776,730</b>	<b>3,601,880</b>	<b>7,346,910</b>	<b>3,745,040</b>	<b>7,511,120</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,776,730</b>	<b>3,601,880</b>	<b>7,346,910</b>	<b>3,745,040</b>	<b>7,511,120</b>
Capital Projects	3,158,600	3,617,500	7,794,100	4,176,600	5,902,800
Consolidated Plan Projects	11,699,170	5,473,610	12,448,190	6,974,580	12,065,990
Program Revenue	816,500	0	0	0	0
Total Full-time Equivalent Positions	58.50	62.90	79.90	17.00	79.90

# Departmental Budgets

## Trade and Development



### Department Programs

1. Human Services
2. Housing Development
3. Compliance & Operations
4. Economic Development
5. Property Maintenance Code Enforcement

### Program Summaries

#### Program 1: Human Services

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

**Goal:** To help meet the needs of Cincinnati's most vulnerable residents through the allocation of City funds to qualified agencies, resulting in quality and measurable services that meet City compliance in programming and fiscal accountability.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	104,750	23,930	48,480	24,550	39,530
Employee Benefits	62,630	11,780	26,490	14,710	23,020
Other Expenses	2,090,840	1,047,210	1,474,000	426,790	1,474,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,258,220</b>	<b>1,082,920</b>	<b>1,548,970</b>	<b>466,050</b>	<b>1,536,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,258,220</b>	<b>1,082,920</b>	<b>1,548,970</b>	<b>466,050</b>	<b>1,536,550</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	855,000	695,000	1,070,000	375,000	1,070,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	1.00	1.00	0.00	1.00

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

Budget	FTE	Fund	Description
1,112,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(646,150)	0.00	(646,150)	0.00	General Fund	This represents the reduction of Human Services and Center for Closing the Health Gap funding.



## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Percentage	90.00	90.00	90.00

## Departmental Budgets

### Trade and Development



### Program 2: Housing Development

**Description:** This program encompasses all housing-related programs within the Department of Community Development, including new construction and rehabilitation of rental and owner-occupied units, as well as housing support programs.

**Goal:** To develop and sustain quality owner-occupied and rental housing units, resulting in a variety of housing options and support systems for Cincinnati homeowners and residents.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	297,910	152,690	272,640	119,950	369,670
Employee Benefits	117,170	80,270	158,030	77,760	181,190
Other Expenses	715,500	357,950	157,370	(200,580)	159,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,130,580</b>	<b>590,910</b>	<b>588,040</b>	<b>(2,870)</b>	<b>710,380</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,130,580</b>	<b>590,910</b>	<b>588,040</b>	<b>(2,870)</b>	<b>710,380</b>
Capital Projects	2,861,100	1,500,000	2,777,300	1,277,300	2,489,200
Consolidated Plan Projects	9,074,170	3,846,110	7,818,190	3,972,080	7,435,990
Program Revenue	756,500	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.00	17.00	2.00	17.00

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

Budget	FTE	Fund	Description
492,060	2.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expert services and savings related to a vacant position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(494,950)	0.00	(494,950)	0.00	General Fund	This represents the elimination of funding for the Neighborhood Support Program and the Neighborhood Business District Support Fund budget allocation. Local organizations have received \$5,000 through this program.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(25,000)	0.00	Community Dev Block Grant	This place holder exception represents a decrease to contractual services in order to balance the Community Development Block Grant Fund in FY 2015 with administrative cap requirements.





**Performance Measures**

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	Percentage	93.50	100.00	100.00

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	Percentage	103.00	100.00	100.00

# Departmental Budgets

## Trade and Development



### Program 3: Compliance & Operations

**Description:** This program covers the programmatic and operational activities of the department and includes the staff in the Office of the Director, the fiscal section, and the compliance/monitoring section.

**Goal:** To provide human resources, operations, and administrative oversight resulting in fiscal accountability, timeliness, and quality program monitoring.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	580,050	382,490	842,730	460,240	885,770
Employee Benefits	132,830	123,470	320,110	196,640	347,520
Other Expenses	684,380	383,650	644,180	260,530	593,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,397,260</b>	<b>889,610</b>	<b>1,807,020</b>	<b>917,410</b>	<b>1,826,520</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,397,260</b>	<b>889,610</b>	<b>1,807,020</b>	<b>917,410</b>	<b>1,826,520</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	60,000	0	0	0	0
Total Full-time Equivalent Positions	9.00	12.40	12.40	0.00	12.40

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
888,890	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to a recalculation of reimbursements.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(168,750)	(2.00)	(183,760)	(2.00)	General Fund	Eliminate Community Development Director and Administrative Specialist.
(73,000)	0.00	(73,000)	0.00	Community Dev Block Grant	
273,160	2.00	293,630	2.00	General Fund	This represents the addition of a Department of Trade & Development Director and Senior Administrative Specialist.
(2,940)	0.00	(2,940)	0.00	General Fund	This represents the reduction of local travel expenses.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(45,000)	0.00	Community Dev Block Grant	This represents a place holder reduction to temporary services in order to balance the Community Development Block Grant Fund with administrative cap restrictions.



**Performance Measures**

**Performance Objective**

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

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Ratio of leveraged funds to City funds each year.	Ratio	5.67:1	4:1	4:1

## Departmental Budgets

### Trade and Development



#### Program 4: Economic Development

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

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

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	0	0	370,160	370,160	349,580
Employee Benefits	0	0	164,590	164,590	162,390
Other Expenses	0	0	800,720	800,720	823,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>1,335,470</b>	<b>1,335,470</b>	<b>1,335,410</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,335,470</b>	<b>1,335,470</b>	<b>1,335,410</b>
Capital Projects	0	0	5,016,800	5,016,800	3,193,600
Consolidated Plan Projects	0	0	1,915,000	1,915,000	1,915,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	16.00	16.00	16.00

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
430,430	13.00	407,860	13.00	General Fund	This reflects the transfer of the personnel related expenses of Economic Development from the Department of the City Manager.
104,430	3.00	102,870	3.00	Community Dev Block Grant	
463,270	0.00	472,200	0.00	General Fund	This reflects the transfer of the non-personnel related expenses of Economic Development from the Department of the City Manager.
73,420	0.00	78,460	0.00	Community Dev Block Grant	
264,040	0.00	272,780	0.00	Urban Dev Property Operations	



**Program 5: Property Maintenance Code Enforcement**

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

**Goal:** To ensure compliance with the Cincinnati Building and/or Zoning Codes by pursuing criminal or civil prosecutions and/or demolition of public nuisances and ultimately improve public health, safety, and quality of life in neighborhoods.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,044,580	537,300	1,147,870	610,570	1,156,520
Employee Benefits	805,550	427,400	768,500	341,100	790,370
Other Expenses	140,550	73,730	151,040	77,310	155,370
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,990,680</b>	<b>1,038,430</b>	<b>2,067,410</b>	<b>1,028,980</b>	<b>2,102,260</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,990,680</b>	<b>1,038,430</b>	<b>2,067,410</b>	<b>1,028,980</b>	<b>2,102,260</b>
Capital Projects	297,500	2,117,500	0	(2,117,500)	220,000
Consolidated Plan Projects	1,770,000	932,500	1,645,000	712,500	1,645,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	32.50	34.50	33.50	(1.00)	33.50

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

Budget	FTE	Fund	Description
1,031,910	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to a recalculation of reimbursements. The program has an FTE decrease of 1.0 FTE due to the reduction of an unutilized position.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	Percentage	34.00	35.00	35.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of buildings barricaded within 15 calendar days.	Percentage	98.00	95.00	95.00

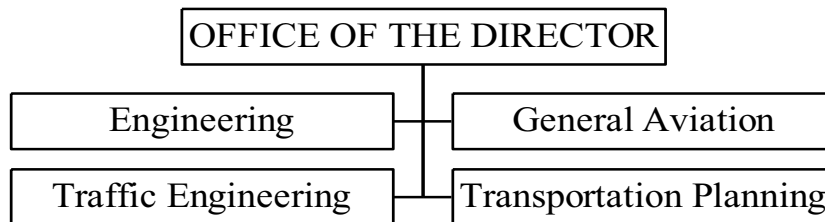


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## Transportation & Engineering

The mission of the Department of Transportation and Engineering is to plan, build, and manage a safe, efficient and progressive transportation system that supports the environment, neighborhood vitality and economic development. This is accomplished through innovation, effective partnerships and exceptional customer service.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	4,695,130	2,476,470	4,796,750	2,320,280	4,884,510
Employee Benefits	2,269,090	1,084,040	2,259,520	1,175,480	2,370,550
Other Expenses	4,566,130	2,027,170	4,031,320	2,004,150	4,158,480
Properties	106,870	55,150	112,000	56,860	115,710
Debt Service	75,360	37,560	68,790	31,230	64,050
<b>Operating Total</b>	<b>11,712,580</b>	<b>5,680,390</b>	<b>11,268,380</b>	<b>5,588,000</b>	<b>11,593,300</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,712,580</b>	<b>5,680,390</b>	<b>11,268,380</b>	<b>5,588,000</b>	<b>11,593,300</b>
Capital Projects	24,035,600	14,188,700	16,179,400	1,990,700	22,601,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,555,000	1,265,300	2,542,100	1,276,800	2,567,100
Total Full-time Equivalent Positions	173.36	173.00	171.40	(1.60)	171.40



**Department Programs**

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

**Program Summaries**

**Program 1: Director's Office**

**Description:** This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

**Goal:** Lead, manage, and oversee the work of the Department of Transportation and Engineering to accomplish the departmental Business Plan consistent with the vision of the City Manager and policy direction received from the City Council.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	804,300	402,390	790,260	387,870	802,100
Employee Benefits	353,200	180,270	357,930	177,660	379,030
Other Expenses	108,510	44,800	111,140	66,340	115,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,266,010</b>	<b>627,460</b>	<b>1,259,330</b>	<b>631,870</b>	<b>1,296,130</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,266,010</b>	<b>627,460</b>	<b>1,259,330</b>	<b>631,870</b>	<b>1,296,130</b>
Capital Projects	150,000	0	123,000	123,000	129,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.02	16.00	15.00	(1.00)	15.00

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

Budget	FTE	Fund	Description
657,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(23,420)	(1.00)	(23,340)	(1.00)	General Fund	This position is being transferred to the Income Tax Infrastructure Fund of the Engineering Division to provide assistance.
(2,700)	0.00	(2,700)	0.00	General Fund	This represents the reduction of local travel expenses.





**Performance Measures**

**Performance Objective**

Implement the Departmental Business Plan.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of Business Plan Implemented.	Percentage	80.00	80.00	80.00

## Departmental Budgets

### Transportation & Engineering



#### Program 2: Transportation Planning and Urban Design

**Description:** Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

**Goal:** Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	256,310	130,240	241,450	111,210	251,720
Employee Benefits	135,880	43,950	118,730	74,780	126,740
Other Expenses	139,530	65,320	142,090	76,770	146,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>531,720</b>	<b>239,510</b>	<b>502,270</b>	<b>262,760</b>	<b>525,300</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>531,720</b>	<b>239,510</b>	<b>502,270</b>	<b>262,760</b>	<b>525,300</b>
Capital Projects	3,675,000	1,990,000	3,118,000	1,128,000	3,572,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.75	16.00	15.75	(0.25)	15.75

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

Budget	FTE	Fund	Description
262,380	(0.25)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE reflects minor personnel adjustments.

## Performance Measures

### Performance Objective

Complete downtown and neighborhood gateway projects that meet the needs of the stakeholders (work-group participants).

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Percentage	80.00	85.00	85.00



**Program 3: Engineering**

**Description:** This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

**Goal:** Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,544,920	905,730	1,691,380	785,650	1,715,170
Employee Benefits	942,020	390,850	833,780	442,930	865,270
Other Expenses	572,140	218,180	566,210	348,030	583,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,059,080</b>	<b>1,514,760</b>	<b>3,091,370</b>	<b>1,576,610</b>	<b>3,164,040</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,059,080</b>	<b>1,514,760</b>	<b>3,091,370</b>	<b>1,576,610</b>	<b>3,164,040</b>
Capital Projects	18,067,000	12,198,700	10,916,500	(1,282,200)	16,650,600
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	445,000	235,000	477,000	242,000	502,000
Total Full-time Equivalent Positions	101.59	101.00	100.65	(0.35)	100.65

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

Budget	FTE	Fund	Description
1,578,570	(1.35)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE reflects minor personnel adjustments.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
23,420	1.00	23,340	1.00	Income Tax-Infrastructure	This position is being transferred from the General Fund of the Director's Office to provide assistance to the Engineering Division.
(3,000)	0.00	(3,000)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(24,510)	0.00	(24,510)	0.00	Income Tax-Infrastructure	This represents a decrease in fleet repairs and fuel.

**Performance Measures**

**Performance Objective**

Maintain the condition of city bridges at a standard consistent with public safety and available funding.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of city bridges that are open with no load restrictions. (Indicates that bridge is at least in 'fair' condition meaning that all primary structural elements are sound.)	Percentage	100.00	95.00	95.00

## Departmental Budgets

### Transportation & Engineering



#### Performance Objective

Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of permits issued within three weeks after application date.	Percentage	87.00	80.00	80.00



**Program 4: Traffic Engineering**

**Description:** This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

**Goal:** To manage the City's traffic signal, traffic control, and street lighting systems to encourage safe and efficient travel, enhance the quality of life for residents, and encourage and sustain economic development.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	1,381,490	687,580	1,375,960	688,380	1,406,320
Employee Benefits	559,670	310,230	621,230	311,000	654,330
Other Expenses	3,064,510	1,398,590	2,641,870	1,243,280	2,726,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,005,670</b>	<b>2,396,400</b>	<b>4,639,060</b>	<b>2,242,660</b>	<b>4,787,130</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,005,670</b>	<b>2,396,400</b>	<b>4,639,060</b>	<b>2,242,660</b>	<b>4,787,130</b>
Capital Projects	1,567,500	0	1,419,300	1,419,300	1,620,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	15,000	10,000	15,100	5,100	15,100
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

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

Budget	FTE	Fund	Description
2,443,840	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in electric charges for street lighting.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,480)	0.00	(5,480)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(3,800)	0.00	(3,800)	0.00	Income Tax-Infrastructure	This represents a decrease in fleet repairs and fuel.
(192,270)	0.00	(192,270)	0.00	General Fund	This represents projected savings through the open market purchase of electric for street lights and traffic signals.

**Performance Measures**

**Performance Objective**

Respond to council referrals and close CSRs by stated deadlines.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of responses that meet deadlines.	Percentage	87.00	85.00	85.00

## Departmental Budgets

### Transportation & Engineering



#### Program 5: General Aviation

**Description:** This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

**Goal:** Maintain aviation facilities that are an integral part of a national transportation system providing for the safe and efficient movement of people and property enhancing the economic opportunities and well being of the City of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	708,100	350,530	697,700	347,170	709,200
Employee Benefits	278,320	158,740	327,850	169,110	345,180
Other Expenses	681,440	300,280	570,010	269,730	586,560
Properties	106,870	55,150	112,000	56,860	115,710
Debt Service	75,360	37,560	68,790	31,230	64,050
<b>Operating Total</b>	<b>1,850,090</b>	<b>902,260</b>	<b>1,776,350</b>	<b>874,100</b>	<b>1,820,700</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,850,090</b>	<b>902,260</b>	<b>1,776,350</b>	<b>874,100</b>	<b>1,820,700</b>
Capital Projects	576,100	0	602,600	602,600	629,100
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,095,000	1,020,300	2,050,000	1,029,700	2,050,000
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00	13.00

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

Budget	FTE	Fund	Description
929,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in automotive equipment, grounds maintenance, and debt service.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(55,350)	0.00	(55,350)	0.00	General Aviation	This represents a decrease in fleet repairs and fuel.

## Performance Measures

### Performance Objective

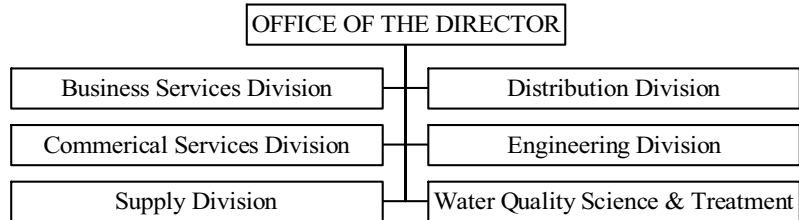
Operate Lunken Airport as a self sufficient operation.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of annual revenues compared to annual expenditures.	Percentage	150.00	100.00	100.00



## Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers with a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	30,445,600	15,735,670	31,688,200	15,952,530	32,254,160
Employee Benefits	13,113,100	7,280,650	14,832,300	7,551,650	15,714,690
Other Expenses	33,186,910	15,868,050	37,069,590	21,201,540	39,121,000
Properties	939,900	445,430	1,001,150	555,720	1,034,280
Debt Service	41,140,040	21,698,090	48,180,320	26,482,230	49,783,650
<b>Operating Total</b>	<b>118,825,550</b>	<b>61,027,890</b>	<b>132,771,560</b>	<b>71,743,670</b>	<b>137,907,780</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>118,825,550</b>	<b>61,027,890</b>	<b>132,771,560</b>	<b>71,743,670</b>	<b>137,907,780</b>
Capital Projects	43,798,000	42,650,300	48,191,700	5,541,400	50,292,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	132,621,000	66,978,300	149,140,790	82,162,490	151,172,352
Total Full-time Equivalent Positions	610.16	625.06	631.81	6.75	634.03

# Departmental Budgets

## Water Works



### Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

### Program Summaries

#### Program 1: Departmental Support Services

**Description:** This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

**Goal:** Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	5,609,480	2,855,660	6,012,590	3,156,930	6,194,580
Employee Benefits	2,224,590	1,229,250	2,632,750	1,403,500	2,773,870
Other Expenses	4,363,670	2,731,550	5,509,310	2,777,760	6,430,000
Properties	939,900	445,430	1,001,150	555,720	1,034,280
Debt Service	41,140,040	21,698,090	48,180,320	26,482,230	49,783,650
<b>Operating Total</b>	<b>54,277,680</b>	<b>28,959,980</b>	<b>63,336,120</b>	<b>34,376,140</b>	<b>66,216,380</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>54,277,680</b>	<b>28,959,980</b>	<b>63,336,120</b>	<b>34,376,140</b>	<b>66,216,380</b>
Capital Projects	360,000	1,787,000	2,370,500	583,500	1,493,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	132,621,000	66,978,300	149,140,790	82,162,490	151,172,350
Total Full-time Equivalent Positions	100.59	93.91	104.49	10.58	104.49

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

Budget	FTE	Fund	Description
31,313,080	18.58	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in personnel expenditures due to structural changes within the organization. The increase in FTE reflects reorganization within the department as well as the addition of the Student Intern Academy.





**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
29,190	0.00	29,920	0.00	Water Works	This increase will provide reimbursement for services provided by the Metropolitan Sewer District as a result of the Joint Utility Management Plan (JUMP) recommendations.
1,556,740	19.00	1,608,750	19.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(1,671,630)	(19.00)	(1,727,280)	(19.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(14,540)	0.00	(3,470)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(78,460)	0.00	(80,070)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
2,664,710	0.00	2,744,600	0.00	Water Works	This represents services provided by the Metropolitan Sewer District as part of the joint utility.
(1,781,760)	0.00	(1,835,210)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(28,420)	0.00	(29,260)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
2,813,700	0.00	5,682,910	0.00	Water Works	Increases in debt service are due to the Utility's ability to take advantage of low interest state revolving fund loans, 2012 debt service bond issuance and subsequent debt repayment, and the additional interest amount for the Build America Bond (BAB) subsidy that had historically been used to offset the interest payment on the BAB's. Due to sequestration and cuts to the BAB interest subsidy, the full cost to the Utility needs to be realized.
(659,560)	(8.00)	(689,410)	(8.00)	Water Works	This represents the elimination of positions resulting from efficiencies in joint utility management.

**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
48,200	0.00	80,900	0.00	Water Works	This increase will provide resources for the Greater Cincinnati Water Works' portion of the City's Enterprise-wide Information Technology (IT) project costs.
200,000	0.00	0	0.00	Water Works	This increase will provide for an Environmental Protection Agency (EPA) recommended water emergency exercise, which is intended to prepare employees for emergency situations.

**Performance Measures**

**Performance Objective**

Maintain (or upgrade) bond ratings.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.'	Yes/No	Yes	Yes	Yes

# 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.

**Goal:** Provide outstanding customer service and build positive relationships between the public and GCWW.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,055,540	1,807,450	3,529,560	1,722,110	3,679,030
Employee Benefits	1,138,720	758,570	1,516,360	757,790	1,672,060
Other Expenses	2,008,690	1,339,750	2,829,390	1,489,640	2,653,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,202,950</b>	<b>3,905,770</b>	<b>7,875,310</b>	<b>3,969,540</b>	<b>8,004,570</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,202,950</b>	<b>3,905,770</b>	<b>7,875,310</b>	<b>3,969,540</b>	<b>8,004,570</b>
Capital Projects	0	0	1,500,000	1,500,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	52.54	75.12	76.12	1.00	78.34

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,063,050	1.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in consulting services and reductions in personnel expenditures due to structural changes within the organization. The increase in FTE reflects reorganization within the department.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
329,190	3.00	344,850	3.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(190,700)	(3.00)	(197,140)	(3.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
10,260	0.00	10,560	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(251,460)	0.00	(259,000)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.



**Performance Measures**

**Performance Objective**

To optimize the customer experience by providing prompt service.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of calls answered within 35 seconds.	Percentage	68.29	80.00	80.00

**Performance Objective**

Maximize the number of customers satisfied with the way GCWW handles questions or problems.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of customers who have had dealings with GCWW that are very satisfied or somewhat satisfied with the way their question or problem was handled.	Percentage	83.70	85.00	85.00

# Departmental Budgets



## Water Works

### Program 3: Supply

**Description:** This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

**Goal:** Maintain, repair, and rehabilitate all GCWW facilities and equipment.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	7,384,160	3,625,080	7,879,140	4,254,060	8,008,020
Employee Benefits	3,281,870	1,732,300	3,776,140	2,043,840	3,994,040
Other Expenses	12,989,640	5,770,120	14,008,320	8,238,200	14,428,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>23,655,670</b>	<b>11,127,500</b>	<b>25,663,600</b>	<b>14,536,100</b>	<b>26,430,210</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>23,655,670</b>	<b>11,127,500</b>	<b>25,663,600</b>	<b>14,536,100</b>	<b>26,430,210</b>
Capital Projects	140,000	2,732,000	2,712,000	(20,000)	1,164,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	141.02	141.00	149.00	8.00	149.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
14,281,880	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to increases necessary to implement strategic business initiatives including asset management enhancements and process efficiency improvements. The increase in FTE reflects reorganization within the department.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
397,230	7.00	398,440	7.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
78,460	0.00	80,070	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(231,450)	0.00	(238,400)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(26,210)	0.00	(24,080)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
0	0.00	342,800	0.00	Water Works	This represents anticipated increases in capacity charges for electric in 2015. Costs are estimated to increase from \$28.33 per megawatt per day to \$126.99 per megawatt per day, which will significantly increase the cost of electric generation necessary for water treatment operations.



**Performance Measures**

**Performance Objective**

Maintain treatment equipment, buildings, facilities, tanks, pump stations and reservoirs.

	<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percent of high priority PMs completed.		Percentage	93.00	90.00	90.00

# Departmental Budgets



## Water Works

### Program 4: Distribution

**Description:** This program is responsible for the maintenance and repair of the water distribution system.

**Goal:** Repair infrastructure without interruption and provide sufficient fire flow for the safety of all customers.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	8,244,600	4,207,190	8,329,930	4,122,740	8,455,030
Employee Benefits	3,982,030	2,127,020	4,237,740	2,110,720	4,442,460
Other Expenses	7,078,130	2,993,200	7,398,070	4,404,870	8,298,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>19,304,760</b>	<b>9,327,410</b>	<b>19,965,740</b>	<b>10,638,330</b>	<b>21,195,720</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>19,304,760</b>	<b>9,327,410</b>	<b>19,965,740</b>	<b>10,638,330</b>	<b>21,195,720</b>
Capital Projects	0	137,500	275,000	137,500	137,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	183.00	183.00	167.00	(16.00)	167.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
11,114,640	(12.00)	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is primarily offset by the elimination of multiple vacant positions.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(303,410)	(4.00)	(312,340)	(4.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(2,180)	0.00	(2,240)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(163,730)	0.00	(153,350)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.

## Performance Measures

### Performance Objective

To minimize the amount of time a customer is without water services during maintenance and repair activities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average number of hours a customer is without water service during maintenance and repair activities.	Whole Number	4.00	6.00	6.00



**Program 5: Water Quality Science & Treatment**

**Description:** This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

**Goal:** Protect public health and provide high quality water to all customers.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	2,601,360	1,303,270	2,626,240	1,322,970	2,622,980
Employee Benefits	973,810	546,810	1,077,960	531,150	1,131,280
Other Expenses	5,767,830	2,355,230	6,213,790	3,858,560	6,186,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>9,343,000</b>	<b>4,205,310</b>	<b>9,917,990</b>	<b>5,712,680</b>	<b>9,940,460</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>9,343,000</b>	<b>4,205,310</b>	<b>9,917,990</b>	<b>5,712,680</b>	<b>9,940,460</b>
Capital Projects	0	979,000	346,000	(633,000)	221,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	40.05	45.00	42.46	(2.54)	42.46

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

Budget	FTE	Fund	Description
5,462,260	(0.54)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to increases for chemical costs and accrued time payments associated with anticipated retirements. The decrease in FTE reflects minor personnel adjustments.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(163,580)	(2.00)	(166,920)	(2.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
30,570	0.00	31,490	0.00	Water Works	This represents services provided by the Metropolitan Sewer District as part of the joint utility.
(133,890)	0.00	(137,910)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(4,740)	0.00	(5,110)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
503,560	0.00	505,940	0.00	Water Works	This represents an increase in alum and potassium permanganate chemical costs.

**Performance Measures**

**Performance Objective**

Achieve the highest level of regulatory compliance in water quality assurance.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of water quality samples taken from the treatment plants that meet regulatory compliance.	Percentage	100.00	100.00	100.00

## 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.

**Goal:** Manage risks involved with the assets of the Utility as well as manage the capital improvement program.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Approved	Change FY 2013 Stub Budget to FY 2014	FY 2015 Approved
<b>Operating Budget</b>					
Personnel Services	3,550,460	1,937,020	3,310,740	1,373,720	3,294,520
Employee Benefits	1,512,070	886,700	1,591,350	704,650	1,700,980
Other Expenses	978,960	678,200	1,110,710	432,510	1,124,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,041,490</b>	<b>3,501,920</b>	<b>6,012,800</b>	<b>2,510,880</b>	<b>6,120,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,041,490</b>	<b>3,501,920</b>	<b>6,012,800</b>	<b>2,510,880</b>	<b>6,120,440</b>
Capital Projects	43,298,000	37,014,800	40,988,200	3,973,400	47,276,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	92.96	87.03	92.74	5.71	92.74

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

Budget	FTE	Fund	Description
3,118,010	7.71	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements from capital projects. The increase in FTE reflects reorganization within the department.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
46,120	(1.00)	51,600	(1.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
6,460	0.00	6,650	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
120,900	0.00	124,520	0.00	Water Works	This represents services provided by Metropolitan Sewer District as part of the joint utility.
(659,940)	0.00	(679,740)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(22,600)	0.00	(14,780)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
(95,180)	(1.00)	(99,790)	(1.00)	Water Works	This represents the elimination of a position resulting from efficiencies in joint utility management.





**Performance Measures**

**Performance Objective**

Maintain a reliable infrastructure by replacing 1% of water main in Distribution system annually.

<b>Unit of Measure</b>	<b>Unit</b>	<b>2012 Actual</b>	<b>2014 Target</b>	<b>2015 Target</b>
Percentage of water mains replaced annually.	Percentage	0.92	1.00	1.00



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***INTRODUCTION***

The Consolidated Plan Budget provides funding for various housing, community development, human service, and assistance programs to help achieve the goals of the City’s Consolidated Plan. The Fiscal Year (FY) 2014 Consolidated Plan Budget includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

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**FY 2014 Consolidated Plan Budget**

In each year of its five-year Consolidated Plan, the City submits an annual Consolidated Plan Budget (Action Plan) that provides funding for programs to help achieve Consolidated Plan goals. The Consolidated Plan is a five-year plan for the period from 2010 to 2014 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). It includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

The City of Cincinnati Fiscal Years 2014-2015 Biennial Budget provides funding levels for Consolidated Plan programs as they relate to FY 2014. Fiscal Year 2013 consisted of only six months. This “Stub Budget” was created to facilitate the City’s transition from a calendar based fiscal year to one that commences on July 1 and concludes on June 30. Data on the proceeding tables representing FY 2013 will appear low compared to FY 2014 as a result. Since HUD funding and projects remain on a calendar year basis, the FY 2014 appropriations complete the Grant year 2013 appropriation and provide funding for the first half of Grant year 2014. Actual Consolidated Plan grant awards for calendar year 2014 will not be known until the FY 2014 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD. The Mayor and City Council may consider additional changes at that time. Due to the uncertainty of the Federal Budget, estimated Consolidated Plan resources for the FY 2014 Budget assumed a continuation grant level for CDBG and a five percent decrease to HOME, HOPWA, and ESG. The amounts shown in Table I under the “FY 2013 Approved - Reconciliation” column reflect the revised total appropriation by Fund. These changes are detailed on [Table XXVII on page 412](#).

**FY 2014-15 CONSOLIDATED PLAN BUDGET OVERVIEW**

The FY 2014-15 Approved Consolidated Plan Budget is consistent with the goals and objectives in the 2010-2014 Consolidated Plan and continues to focus on high impact projects that help transform neighborhoods. Program allocations in this budget reflect the needs of those neighborhoods where grant resources can most effectively leverage private investment, as identified in the 2010-2014 Consolidated Plan.

**Table XXVI: Approved FY 2014 Consolidated Plan Budget**

(\$ in Millions)	FY 2013 Approved Budget	FY 2013 Approved- Reconciliation	FY 2014 Approved
CDBG	\$6.4	\$6.4	\$12.6
HOME	\$1.2	\$1.2	\$2.7
ESG	\$0.5	\$0.5	\$1.0
HOPWA	\$0.4	\$0.4	\$0.7
<b>Consolidated Plan Budget Total</b>	<b>\$8.5</b>	<b>\$8.5</b>	<b>\$17.0</b>

The resources in the Fiscal Years 2014-2015 Biennial Budget are based on estimated grant funding and locally generated resources such as program income, operating savings, and the reallocation (sunset) of prior year unused funding.

# Consolidated Plan Budget

## FY 2014-15 Consolidated Plan Budget Overview



Federal entitlement grant amounts are determined by a formula using several variables including census data, growth lag, and age of housing stock. As a result, these amounts will be affected by the final congressional appropriations for HUD's various programs for Federal FY 2013 and FY 2014. If actual grant allocations differ from estimated resources, funding amounts for various programs in this budget will need to be reconciled. Program income (primarily consisting of loan repayments, sales of loan portfolios, sales of property, and reimbursements) is estimated based on prior year amounts as well as an annualized projection of year-to-date receipts. A report reconciling the Approved Budget amounts for FY 2014 will be submitted to the Mayor and the City Council in 2013 after final entitlement grant amounts are known and the actual amount of local resources, such as program income and operating savings, are determined. [Table XXVIII on page 413](#) shows expenditures by category for FY 2014.

**Table XXVII: Resources**

Grant	FY 2013 Approved	FY 2014 Estimate
<b>CDBG</b>		
Entitlement Grant	\$5,560,321	\$11,120,642
Program Income	\$822,755	\$1,300,000
Sunset/Prior Year Resources	\$0	\$140,407
Total	\$6,383,076	\$12,561,049
<b>HOME</b>		
Entitlement Grant	\$1,102,749	\$2,040,084
Program Income	\$75,000	\$150,000
Sunset/Prior Year Resources	\$21,538	\$530,391
Total	\$1,199,286	\$2,720,475
<b>ESG</b>		
Entitlement Grant	\$508,835	\$941,346
Sunset/Prior Year Resources	\$0	\$10,000
Total	\$508,835	\$951,346
<b>HOPWA</b>		
Entitlement Grant	\$336,397	\$639,155
Sunset/Prior Year Resources	\$0	\$50,472
Unallocated Prior-year resources	\$68,496	\$51,674
Total	\$404,893	\$741,300
<b>TOTAL</b>	<b>\$8,496,090</b>	<b>\$16,974,169</b>



*Table XXVIII: Major Expenditure Category FY 2014*

Major Expenditure Category	FY 2014 Approved				
	CDBG	HOME	ESG	HOPWA	TOTAL
<b>Housing Objectives</b>					
Homeownership Housing Development Total	\$460,000	\$530,000	\$0	\$0	\$990,000
Rental Housing Development Total	\$100,000	\$608,000	\$0	\$0	\$708,000
Homeownership Supportive Services Total	\$1,968,685	\$237,500	\$0	\$0	\$2,206,185
Renters Supportive Services Total	\$267,500	\$400,000	\$0	\$0	\$667,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
<i>TOTAL HOUSING DEVELOPMENT</i>	\$2,981,185	\$1,775,500	\$0	\$0	\$4,756,685
<b>Economic Development</b>					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$570,000	\$0	\$0	\$0	\$570,000
Business Development Opportunities Total	\$1,169,250	\$110,000	\$0	\$0	\$1,279,250
Job Training and Placement Total	\$1,270,000	\$0	\$0	\$0	\$1,270,000
<i>TOTAL ECONOMIC DEVELOPMENT</i>	\$3,929,250	\$110,000	\$0	\$0	\$4,039,250
<b>Quality of Life</b>					
Slum & Blight Elimination Total	\$2,428,000	\$0	\$0	\$0	\$2,428,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
<i>TOTAL QUALITY OF LIFE</i>	\$2,513,000	\$0	\$0	\$0	\$2,513,000
<b>Homeless Housing</b>					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$0	\$479,684	\$450,000	\$0	\$929,684
Homelessness Prevention	\$0	\$0	\$430,745	\$0	\$430,745
<i>TOTAL HOMELESS HOUSING</i>	\$0	\$479,684	\$880,745	\$0	\$1,360,429
<b>Special Populations Housing</b>					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$0	\$0
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$580,140	\$580,140
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$142,490	\$142,490
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	\$0	\$0	\$0	\$722,630	\$722,630
<b>Planning, Administration &amp; Debt Service</b>					
Operating Budgets	\$2,441,690	\$219,173	\$70,601	\$18,670	\$2,750,134
Section 108 Debt Service	\$509,090	\$0	\$0	\$0	\$509,090
<i>TOTAL PLANNING, ADMIN. &amp; DEBT SERVICE</i>	\$2,950,780	\$219,173	\$70,601	\$18,670	\$3,259,224
<b>TOTAL</b>	\$12,374,215	\$2,584,357	\$951,346	\$741,300	\$16,651,218



### CONSOLIDATED PLAN HIGHLIGHTS

**1. \$12.4 million in Community Development Block Grant (CDBG) Funding in Fiscal Year 2014.** The FY 2014 Approved CDBG Budget totals \$12,374,215. This includes \$3.0 million for housing programs, \$3.9 million for economic development programs, \$2.5 million for quality of life, and \$3.0 million for planning and administration. As has been the case in recent years, most program allocations include resources for project delivery costs incurred by the implementing department.

Due to the uncertain nature of HUD funding, most project funding is maintained at the 2013 Grant year level. Projects that are to be budgeted at a different level include:

**Blueprint for Success –** Funding for this project was reduced in FY 2013 to \$97,503 because the project was transitioning its focus and was not prepared to provide services at past levels. With the project's transition complete, funding is increased to \$310,000.

**Code Enforcement Relocation –** An additional \$20,000 is being appropriated from the FY 2013 level. This will provide additional resources for persons moving to decent, safe and sanitary housing who have been displaced by code enforcement and/or the hazards of lead paint. City staff takes applications from low-income persons and provide vacancy lists and management company lists to clients.

**Historic Structures Stabilization –** A \$20,000 decrease from the FY 2013 level is being appropriated in order to provide resources to the Code Enforcement Relocation project.

**Lead Hazard Testing Program –** The administrative savings from the merger allows for a \$73,000 increase from the FY 2013 level to be appropriated in order to support the project.

**2. \$2.6 million in HOME Investment Trust Fund resources.** The FY 2014 Approved HOME Budget totals \$2,584,357. This includes \$1.8 million for housing programs, \$0.1 million for economic development programs, \$0.5 million for homeless housing programs, and \$0.2 million for planning and administration.

HOME entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year level. Projects that are to be budgeted at a different level include:

**Rental Rehabilitation –** Funding for this project was reduced by \$32,000 to absorb a reduction in HOME entitlement grant funds.

**Downpayment Initiative –** Funding for this project was reduced by \$12,500 to absorb a reduction in HOME entitlement grant funds.

**Homeless to Homes – Permanent Supportive Housing –** Funding for this project was reduced by \$63,668 to absorb a reduction in HOME entitlement grant funds.

**Strategic Housing Initiatives Program (SHIP) –** Due to limited resources the SHIP project is not consistently allocated; however, \$310,000 of sunset funds has been identified to fund this project.

**3. \$1.0 million in Emergency Shelter Solutions (ESG) Funding.** The FY 2014 Approved ESG Budget totals \$951,346. This includes \$0.9 million for homeless shelter and prevention programs and \$0.1 million for planning and administration. ESG entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year level. The FY 2014 Homelessness Prevention Project will be reduced by





\$60,600 to absorb this loss in funding. The sunset of funding from prior year projects will maintain the funding level to the Homeless Shelters and Other Homeless Housing Project.

**4. \$0.7 million in Housing Opportunities for Persons with AIDS (HOPWA) Funding.** This includes \$0.7 million for special populations housing and \$18,670 for planning and administration. HOPWA entitlement grant funds for grant years 2013 and 2014 are expected to be five percent less than the 2012 grant year level. Projects that are to be budgeted at a different level include:

Northern Kentucky Independent Health District – Funding for this organization was reduced by \$13,205 to absorb a reduction in HOPWA entitlement grant funds.

Caracole House – Funding for this organization was reduced by \$50,882 to absorb a reduction in HOPWA entitlement grant funds.

Center for Respite Care – Funding for this organization was reduced by \$2,883 to absorb a reduction in HOPWA entitlement grant funds.

# Consolidated Plan Budget

## Community Development Block Grant (CDBG) by Goal and Objective



### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) BY GOAL AND OBJECTIVE

	CY 2012 Reconciliation Update	FY 2013 Approved Budget	FY 2014 Approved Budget
<b>Housing Objectives</b>			
<b>Homeownership Housing Development</b>			
Strategic Housing Initiatives Program	\$250,000	\$210,000	\$420,000
Homeowner Rehab Loan Program	\$40,000	\$40,000	\$40,000
<b>Homeownership Total</b>	<b>\$290,000</b>	<b>\$250,000</b>	<b>\$460,000</b>
<b>Homeownership Supportive Services</b>			
Housing Repair Services	\$1,825,000	\$934,343	\$1,868,685
Emergency Mortgage Assistance	\$100,000	\$50,000	\$100,000
<b>Homeownership Supportive Services Total</b>	<b>\$1,925,000</b>	<b>\$984,343</b>	<b>\$1,968,685</b>
<b>Rental Housing Development</b>			
Rental Rehabilitation Program	\$100,000	\$50,000	\$100,000
<b>Rental Housing Total</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>\$100,000</b>
<b>Renters Supportive Services</b>			
Code Enforcement Relocation	\$150,000	\$25,000	\$70,000
Tenant Representation	\$150,000	\$75,000	\$150,000
Section 8 Mobility Program	\$47,500	\$23,750	\$47,500
<b>Renters Supportive Services Total</b>	<b>\$347,500</b>	<b>\$123,750</b>	<b>\$267,500</b>
<b>Promote Fair Housing</b>			
Fair Housing Services	\$185,000	\$92,500	\$185,000
<b>Fair Housing Total</b>	<b>\$185,000</b>	<b>\$92,500</b>	<b>\$185,000</b>
<b>TOTAL HOUSING DEVELOPMENT</b>	<b>\$2,847,500</b>	<b>\$1,500,593</b>	<b>\$2,981,185</b>
<b>Other Community Needs</b>			
<b>Economic Development</b>			
<b>Promote Commercial and Industrial Development/Redevelopment</b>			
NBD Improvement Program	\$920,000	\$460,000	\$920,000
<b>Commercial and Industrial Development Total</b>	<b>\$920,000</b>	<b>\$460,000</b>	<b>\$920,000</b>
<b>Industrial Site Redevelopment/SPUR</b>			
Strategic Program for Urban Redevelopment/GO Cincinnati	\$700,000	\$285,000	\$570,000
<b>Industrial Site Redevelopment/SPUR Total</b>	<b>\$700,000</b>	<b>\$285,000</b>	<b>\$570,000</b>
<b>Promote Business Development Opportunities</b>			
Small Business Services & Technical Assistance	\$150,000	\$70,000	\$140,000
Small Business Loan Fund (CSBLF)	\$100,000	\$50,000	\$100,000
Corporation for Findlay Market (CFFM)	\$497,250	\$179,500	\$497,250
Financial & Credit Union Services	\$0	\$55,000	\$110,000



# Consolidated Plan Budget

## Community Development Block Grant (CDBG) by Goal and Objective

	CY 2012 Reconciliation Update	FY 2013 Approved Budget	FY 2014 Approved Budget
Earned Income Tax Credit Outreach and Financial Literacy	\$6,800	\$2,000	\$2,000
Neighborhood Capacity Building & Technical Assistance	\$319,187	\$160,000	\$320,000
<b>Business Development Opportunities Total</b>	<b>\$1,073,237</b>	<b>\$516,500</b>	<b>\$1,169,250</b>
	<b>CY 2012 Reconcilia- tion Update</b>	<b>FY 2013 Approved Budget</b>	<b>FY 2014 Approved Budget</b>
<b>Job Training, Placement Services, and Employment Opportu- nities</b>			
Blueprint for Success	\$420,000	\$97,503	\$310,000
Youth Employment Programs	\$960,000	\$640,000	\$960,000
<b>Job Training and Placement Total</b>	<b>\$1,380,000</b>	<b>\$737,503</b>	<b>\$1,270,000</b>
<i>TOTAL ECONOMIC DEVELOPMENT</i>	<b>\$4,073,237</b>	<b>\$1,999,003</b>	<b>\$3,929,250</b>
<b>Quality of Life</b>			
<b>Slum &amp; Blight Elimination</b>			
Concentrated Code Enforcement	\$575,000	\$287,500	\$575,000
Hazard Abatement Program	\$900,000	\$400,000	\$800,000
Millcreek Greenway Restoration	\$85,000	\$42,500	\$85,000
Lead Hazard Testing Program	\$595,000	\$255,000	\$583,000
Future Blooms	\$200,000	\$92,500	\$185,000
Historic Structures Stabilization	\$500,000	\$220,000	\$200,000
<b>Slum &amp; Blight Elimination Total</b>	<b>\$2,855,000</b>	<b>\$1,297,500</b>	<b>\$2,428,000</b>
<b>Citizen Safety</b>			
Drug Elimination Program	\$85,000	\$42,500	\$85,000
<b>Citizen Safety Total</b>	<b>\$85,000</b>	<b>\$42,500</b>	<b>\$85,000</b>
<i>TOTAL QUALITY OF LIFE</i>	<b>\$2,940,000</b>	<b>\$1,340,000</b>	<b>\$2,513,000</b>
<b>Homeless Housing</b>			
Mt Airy Shelter	\$170,000	\$0	\$0
<b>Homeless Housing Total</b>	<b>\$170,000</b>	<b>\$0</b>	<b>\$0</b>
<i>TOTAL HOMELESS HOUSING</i>	<b>\$170,000</b>	<b>\$0</b>	<b>\$0</b>
<i>PROJECTS TOTAL</i>	<b>\$10,030,737</b>	<b>\$4,839,596</b>	<b>\$9,423,435</b>
<b>Planning, Administration &amp; Debt Service</b>			
Office of the City Manager/Contract Compliance	\$52,609	\$26,305	\$52,290
Budget & Evaluation	\$285,643	\$142,822	\$30,500
Accounts & Audits	\$118,077	\$59,039	\$138,590
Treasury	\$20,840	\$10,420	\$22,620

# Consolidated Plan Budget

## Community Development Block Grant (CDBG) by Goal and Objective



	<b>CY 2012 Reconciliation Update</b>	<b>FY 2013 Approved Budget</b>	<b>FY 2014 Approved Budget</b>
Economic Development	\$171,008	\$85,504	\$177,800
Community Development	\$840,069	\$472,535	\$1,201,880
City Planning	\$430,207	\$215,104	\$423,320
Internal Audit	\$22,956	\$11,478	\$0
<i>Personnel and Non-Personnel Operating</i>	\$1,941,409	\$1,023,207	\$2,047,000
City Pensions	\$59,120	\$34,105	\$68,210
PEAP	\$2,200	\$915	\$1,560
Workers' Comp Insurance	\$25,760	\$9,600	\$19,200
Audit & Examiner's Fees	\$5,720	\$2,860	\$5,720
Indirect Costs	\$300,000	\$150,000	\$300,000
<i>Non-departmental Accounts</i>	\$392,800	\$197,480	\$394,690
<i>Section 108 Debt Service</i>	\$610,031	\$322,796	\$509,090
<b>TOTAL PLANNING AND ADMINISTRATION</b>	<b>\$2,944,240</b>	<b>\$1,543,483</b>	<b>\$2,950,780</b>
<b>TOTAL CDBG BUDGET</b>	<b>\$12,974,977</b>	<b>\$6,383,079</b>	<b>\$12,374,215</b>



**HOME INVESTMENT PARTNERSHIPS BY GOAL AND OBJECTIVE**

	CY 2012 Reconciliation Update	FY 2013 Approved Budget	FY 2014 Approved Budget
<b>Housing Objectives</b>			
<b>Homeownership Housing Development</b>			
Strategic Housing Initiatives Program	\$350,000	\$0	\$310,000
Single Family Homeownership Development	\$220,000	\$110,000	\$220,000
<b>Homeownership Total</b>	<b>\$570,000</b>	<b>\$110,000</b>	<b>\$530,000</b>
<b>Rental Housing Development</b>			
Rental Rehab Program	\$640,000	\$320,000	\$608,000
<b>Rental Housing Total</b>	<b>\$640,000</b>	<b>\$320,000</b>	<b>\$608,000</b>
<b>Homeownership Supportive Services</b>			
Down Payment Initiative	\$250,000	\$125,000	\$237,500
<b>Homeownership Supportive Services Total</b>	<b>\$250,000</b>	<b>\$125,000</b>	<b>\$237,500</b>
<b>Renters Supportive Services</b>			
Tenant Based Rental Assistance (TBRA)	\$400,000	\$200,000	\$400,000
<b>Renters Supportive Services Total</b>	<b>\$400,000</b>	<b>\$200,000</b>	<b>\$400,000</b>
<i>TOTAL HOUSING DEVELOPMENT</i>	<b>\$1,860,000</b>	<b>\$755,000</b>	<b>\$1,775,500</b>
<b>Other Community Needs</b>			
<b>Economic Development</b>			
<b>Promote Business Development Opportunities</b>			
Neighborhood Capacity Building & Technical Assistance	\$109,265	\$55,000	\$110,000
<b>Promote Business Development Opportunities Total</b>	<b>\$109,265</b>	<b>\$55,000</b>	<b>\$110,000</b>
<i>TOTAL ECONOMIC DEVELOPMENT</i>	<b>\$109,265</b>	<b>\$55,000</b>	<b>\$110,000</b>
<b>Homeless Housing</b>			
<b>Homeless Shelters &amp; Other Homeless Housing</b>			
Homeless to Homes - Permanent Supportive Housing	\$600,000	\$271,676	\$479,684
<i>TOTAL HOMELESS HOUSING</i>	<b>\$600,000</b>	<b>\$271,676</b>	<b>\$479,684</b>
<b>Planning, Administration &amp; Debt Service</b>			
	\$235,220	\$117,610	\$219,173
<b>TOTAL HOME</b>	<b>\$2,804,485</b>	<b>\$1,199,286</b>	<b>\$2,584,357</b>

# Consolidated Plan Budget

## Emergency Solutions Grant (ESG) by Goal and Objective



### EMERGENCY SOLUTIONS GRANT (ESG) BY GOAL AND OBJECTIVE

	CY 2012 Budget Update	FY 2013 Approved Budget	FY 2014 Approved Budget
<b>Homeless Housing</b>			
<b>Homeless Shelters &amp; Other Homeless Housing Support</b>			
Strategies to End Homelessness	\$446,196	\$225,001	\$450,000
<b>Homeless Shelters &amp; Transitional Housing Support Total</b>	<b>\$446,196</b>	<b>\$225,001</b>	<b>\$450,000</b>
<b>Homelessness Prevention</b>			
Strategies to End Homelessness	\$495,150	\$245,672	\$430,745
<b>Homelessness Prevention Total</b>	<b>\$495,150</b>	<b>\$245,672</b>	<b>\$430,745</b>
<i>TOTAL HOMELESS HOUSING</i>	<b>\$941,346</b>	<b>\$470,673</b>	<b>\$880,745</b>
<b>Planning, Administration &amp; Debt Service</b>	\$76,325	\$38,162	\$70,601
<b>TOTAL ESG</b>	<b>\$1,017,671</b>	<b>\$508,835</b>	<b>\$951,346</b>



**HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA) BY GOAL AND OBJECTIVE**

	<b>CY 2012 Budget Update</b>	<b>FY 2013 Approved Budget</b>	<b>FY 2014 Approved Budget</b>
<b>Special Populations Housing</b>			
<b>Operating Support for HIV/AIDS Housing Facilities</b>			
Caracole House	\$189,868	\$115,365	\$0
<b>Operating Support for HIV/AIDS Housing Facilities Total</b>	<b>\$189,868</b>	<b>\$115,365</b>	<b>\$0</b>
<b>Supportive Services for Persons with HIV/AIDS</b>			
Caracole House Shelter Plus Services	\$148,353	\$25,880	\$549,023
Cincinnati Center for Respite Care	\$54,005	\$17,000	\$31,117
Northern Ky. Independent Health District	\$50,000	\$0	\$0
<b>Supportive Services for Persons with HIV/AIDS Total</b>	<b>\$252,358</b>	<b>\$42,880</b>	<b>\$580,140</b>
<b>Housing Assistance for Persons with HIV/AIDS</b>			
Northern Ky. Independent Health District	\$85,000	\$77,848	\$142,490
Caracole Short-Term Housing Assistance	\$107,990	\$56,719	\$0
Caracole Tenant Based Rental Assistance	\$85,776	\$76,169	\$0
Caracole Housing Placement	\$15,903	\$25,821	\$0
<b>Housing Assistance for Persons with HIV/AIDS Total</b>	<b>\$294,669</b>	<b>\$236,556</b>	<b>\$142,490</b>
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	<b>\$736,895</b>	<b>\$394,800</b>	<b>\$722,630</b>
<b>Planning, Administration &amp; Debt Service</b>	\$22,107	\$10,092	\$18,670
<b>TOTAL HOPWA</b>	<b>\$759,002</b>	<b>\$404,892</b>	<b>\$741,300</b>



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**INTRODUCTION**

This section of the FY 2014-2015 Biennial Budget presents information, primarily of an economic and demographic nature, concerning the City of Cincinnati.

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## CINCINNATI GOVERNMENT OVERVIEW

- Founded in 1788
- Chartered as a village in 1802
- Incorporated as a city within Hamilton County in 1819
- Adopted current Stronger Mayor form of government in 2001, where the Mayor is chosen through a direct election
- The Mayor has a four-year term and is limited to two consecutive four-year terms.
- There are nine Councilmembers, elected at large to four-year terms. They are limited to holding the office of Councilmembers to two four-year terms Note: the four year terms is effective December 1, 2013.
- The City Manager is appointed by the Mayor with prior approval by the City Council

## SEAL OF THE CITY OF CINCINNATI



### Legend

Winged Rod - Commerce

Serpents - Wisdom

Sword - Authority and Power

Scales - Justice

Juncta Juvant - Juncta - means to join

Juvant - means to help or assist

Literal – “Things joined together are helpful”

General translation: “Unity Assists”

## WHAT’S IN A NAME?

On a cold December day in 1788, the first settlers and their livestock, after floating down the Ohio River on flatboats and rafts, landed and made their camp at the foot of what is now Sycamore Street in downtown Cincinnati. The settlers called their town Losantiville, but in 1790 Arthur St. Clair, governor of the Northwest Territory, renamed it Cincinnati in honor of the Society of the Cincinnati. The name Cincinnati came from an ancient Roman political figure named Lucius Quinctius Cincinnatus. Serving as consul in 460 BC and Roman dictator in 458 BC and 439 BC, Cincinnatus lived in humble circumstances while working on his own small farm. The Romans regarded him as one of the heroes of early Rome, a model of Roman virtue and simplicity, and an example of good leadership.



**CINCINNATUS**



## Location

### LOCATION

Cincinnati is located on the Ohio River in southwestern Ohio near the junction of Ohio, Indiana and Kentucky. Cincinnati is centrally located relative to the thirty-three major U. S. distribution centers. Within 600 miles of Cincinnati reside 43% percent of the nation's population and 44% of the nation's manufacturing establishment.

Source: Official Statement, City of Cincinnati, Ohio (December 5, 2012)

### LAND AREA



Cincinnati	77 square miles
Hamilton County	413 square miles
Metropolitan Area (PMSA)	3,343 square miles

Source: U.S. Census Bureau: State and County QuickFacts

### TRANSPORTATION MODES

**Airports:** Two airports serve Cincinnati. The principal airport is the Cincinnati/Northern Kentucky International Airport. The City is also served by Lunken Municipal Airport.



**Railroads:** The Greater Cincinnati area is served by five major railroad systems - Amtrak, CSX, Norfolk Southern, Indiana & Ohio Rail System and Indiana Eastern Railroad.

**Port of Greater Cincinnati Development Authority:** The Port of Greater Cincinnati Development Authority on the Ohio River is home to two major barge companies and has links to 140 other barge lines.



**Public Transit:** The Southwestern Ohio Regional Transit Authority operates Metro, which provides more than 17 million rides per year. The Greyhound and MegaBus lines offer daily arrivals and departures for interstate travel. The Transit Authority of Northern Kentucky carries close to 4.0 million passengers annually. Taxicabs are also available and the future Cincinnati Streetcar will provide routes connecting Uptown to Downtown.

Source: <http://www.cincyusa.com/transportation/ground/>; <http://www.cincinnati-oh.gov/streetcar>; <http://us.megabus.com/>; and <http://www.northernkentuckyusa.com/barge.aspx>



**Interstates:**



Interstate 71: Northeast/ Southwest



Interstate 74: Northwest



Interstate 75: North/South



Interstate 275: The Circle Freeway



Interstate 471: Connector Expressway

**CINCINNATI CLIMATE**



Average Low Temperature	44.3 F
Average High Temperature	64.0 F
Average Annual Temperature	54.2 F
Average Annual Precipitation	42.6 F



Source: U.S. Census Bureau, Statistical Abstract of the United States: 2011 (130th Edition), Table 389. Washington, DC, 2010;  
<http://www.census.gov/compendia/statab>

**POPULATION**

The Cincinnati Consolidated Metropolitan Statistical Area (CMSA) is comprised of 13 counties within 3 states, Ohio, Kentucky, and Indiana.

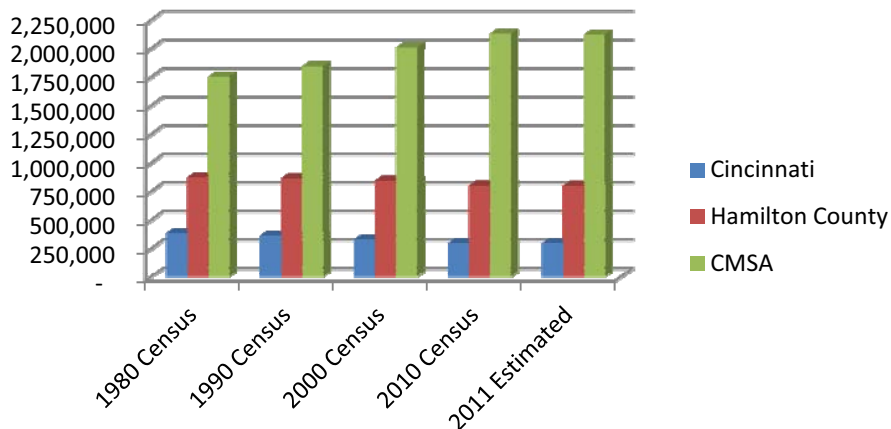
**2011 Population Estimates**

City	296,943
Hamilton County	800,688
CMSA	2,122,330

**CITY FACTS:**

Cincinnati is the 3<sup>rd</sup> largest city in the State of Ohio

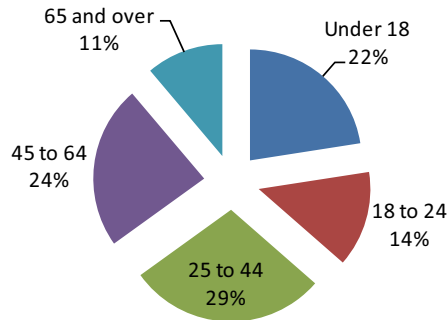
Source: U.S. Census Bureau, Population Division





**CITY OF CINCINNATI DEMOGRAPHIC STATISTICS 2006 -2010**

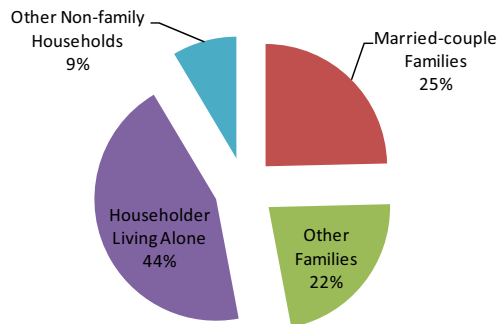
**Age Distribution of People in Cincinnati, Ohio in 2006-2010**



**Population of Cincinnati City:**

- In 2006-2010, Cincinnati had a total population of 300,165.
- 156,874 (52 percent) females and 143,291 (48 percent) males.
- Median age was 32.7 years.

**Types of Households in Cincinnati, Ohio in 2006-2010**



**Households and Families:**

- In 2006-2010, there were 131,892 households in Cincinnati.
- The average household size was 2.3 people. Is this updated?
- Most of the nonfamily households were people living in households in which no one was related to the householder.

Source: U.S. Census Bureau, American Community Survey, 2006-2010



**MODES OF TRANSPORTATION**

Average Travel Time: 22.2 Minutes

**Single Passenger**



71%

**Carpool**



10%

**Public Transportation**



9%

**Other**



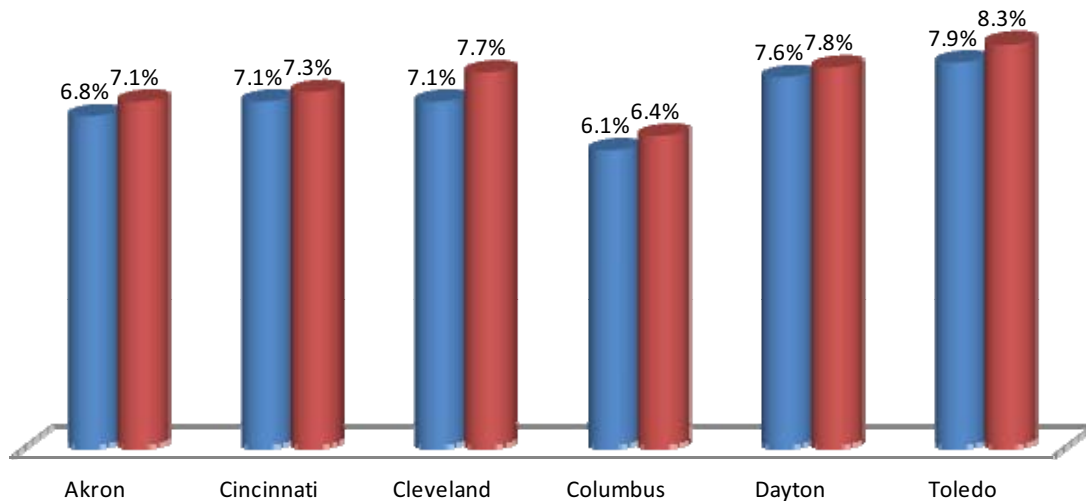
10%

Source: U. S. Census Bureau, American Community Survey, 2007-2011

**ECONOMY**

**Unemployment Rates - Ohio Largest Cities**

■ Annual - 2012 ■ Jun-13



Source: U. S. Department of Labor, Bureau of Labor Statistics \*Statistics are not seasonally adjusted\*



## **COST OF LIVING**

### **Consumer Price Index - Urban**

Annual 2012

U.S. City Average All Items 1982-84=100

U.S.	229.60
Cincinnati CMSA	216.31

### **Inflation Rate**

Annual 2012

U.S.	2.1%
Cincinnati CMSA	2.5%

Source: U.S. Department of Labor, Bureau of Labor Statistics

## **TAXES**

Earnings Tax Rate for FY 2014 2.1%

The City of Cincinnati levies an earnings tax applied to gross salaries, wages, and other personal service compensation earned by residents of the City and to earnings of non-residents earned in the City.

Property Tax Rate for FY 2014 12.2 mills

The City of Cincinnati property tax rate of 12.2 mills is composed of 6.5 mills for debt repayment and 5.7 mills for the operating budget.

Source: City of Cincinnati, Department of Finance

## **2012 ASSESSED VALUATION (Collection Year 2013)**

Total Valuation:	\$5,274,053,840
Public Real Property:	\$3,056,994,780
Public Utility Personal:	\$313,437,020
Commercial Industrial/Other:	\$1,903,622,040

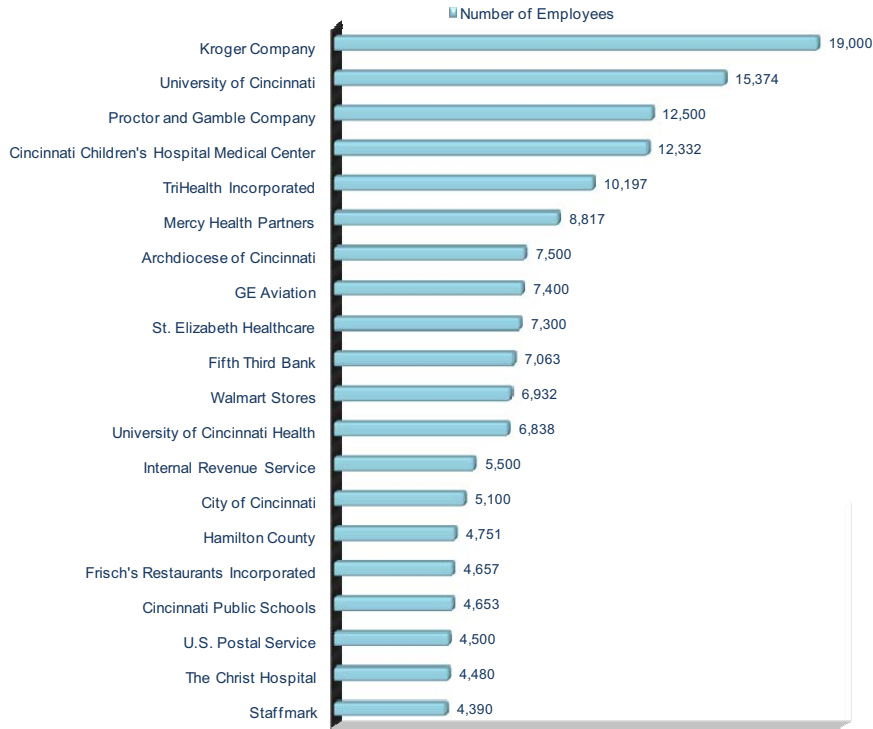
Source: Hamilton County Auditor





**BUSINESS AND EMPLOYMENT**

**Top Twenty Employers by Local Employee Count**



Source: 2012 Business Courier Book of Lists

**2012 Annual Average Cincinnati Employment by Sector (in thousands)**

Mining, Logging and Construction	37.9
Manufacturing	105.8
Trade, Transportation and Utilities	199.2
Information	13.8
Financial Activities	64.0
Professional and Business Svcs.	160.8
Education and Health Svcs.	151.2
Leisure and Hospitality	106.2
Other Services	38.4
Government	125.1
Total	1,002.4

Source: Ohio Department of Job and Family Services, Bureau of Labor Market



## CULTURE AND RECREATION

Few cities in the country can offer the stimulating cultural life of Cincinnati.

### Music and Theater

- Cincinnati Symphony Orchestra
- Cincinnati Pops Orchestra
- Cincinnati Ballet
- Cincinnati Opera
- Cincinnati Playhouse
- The May Festival
- Aronoff Center for the Arts
- Riverbend Music Center
- Broadway Series
- Showboat Majestic
- Music Hall
- Cincinnati Shakespeare Festival

### Museums

- Cincinnati Art Museum
- Cincinnati Museum of Natural History & Science
- Cincinnati History Museum
- Children's Museum
- Contemporary Arts Center
- Taft Museum of Art
- Heritage Village Museum
- Cincinnati Fire Museum
- National Underground Railroad Freedom Center

### Recreation Areas

- Kings Island
- Cincinnati Zoo
- Coney Island
- The Beach Water Park
- Krohn Conservatory
- Perfect North Slopes
- OMNIMAX Theater
- Newport Aquarium
- Hollywood Casino
- Grand Victoria Casino
- Belterra Casino
- Horseshoe Casino

### Local Events

- A Taste of Cincinnati
- Oktoberfest – Zinzinnati
- Midwest Regional Black Family Reunion
- Appalachian Festival
- Party in the Park
- Panegyri Greek Festival
- Riverfest
- Paddlefest
- Flying Pig Marathon

Source: Official Statement, City of Cincinnati, Ohio (December 5, 2012)



## **SPORTS**

### **Professional Teams**

- Cincinnati Reds (Major League Baseball)
- Cincinnati Bengals (National Football League)
- Cincinnati Kings (United Soccer Leagues Premier Development League)
- Cincinnati Commandos (Continental Indoor Football League)
- Cincinnati Cyclones (East-Coast Hockey League)
- Northern Kentucky River Monsters (Ultimate Indoor Football League)

### **Sports Facilities**

- US Bank Arena
- Nippert Stadium
- Cincinnati Gardens
- Paul Brown Stadium
- Cintas Center
- Great American Ballpark
- Newport Stadium
- Fifth Third Arena

### **Other Sports Events**

- Horse Racing at Turfway Park, River Downs, and Lebanon Raceway
- IndyCar and NASCAR racing at the Kentucky Speedway
- Western & Southern Masters, Women's Open Tennis Championships
- Flying Pig Marathon
- AVP Crocs Tour, Cincinnati Open
- Professional Golf Association Tour, Chiquita Classic: Pro-Am



## COMMUNITY

### Neighborhoods

Cincinnati contains 52 distinct and unique neighborhoods within its municipality:

Avondale	Bond Hill	California	Camp Washington
Carthage	Clifton	College Hill	Columbia-Tusculum
Corryville	CBD/Riverfront	CUF*	East End
East Price Hill	East Walnut Hills	East Westwood	English Woods
Evanston	Fay Apartments	Hartwell	The Heights
Hyde Park	Kennedy Height	Linwood	Lower Price Hill
Madisonville	Millvale	Mt. Adams	Mt. Airy
Mt. Auburn	Mt. Lookout	Mt. Washington	North Avondale
North Fairmount	Northside	Oakley	Over-The-Rhine
Paddock Hills	Pendleton	Pleasant Ridge	Queensgate
Riverside	Roselawn	Sayler Park	Sedamsville
South Cumminsville	South Fairmount	Spring Grove Village#	Walnut Hills
West End	West Price Hill	Westwood	Winton Hills

\*Clifton Heights, University Heights and Fairview

# Formerly Known As: Winton Place

### Library

Cincinnati participates in a county-wide library system. The Public Library of Cincinnati and Hamilton County with 40 branches consistently ranks among the top ten cities in the nation in per capita circulation. In 2013, the Main Library was named the busiest library in the country serving 800,000 or more for the second year in a row. In the most recent edition of America's Most Literate Cities, begun in 2003, Cincinnati ranked 12<sup>th</sup> overall while our Library tied Denver CO for 7<sup>th</sup> in the nation. For more information on the Public Library of Cincinnati and Hamilton County, please visit the Internet website at: <http://www.cincinnati.library.org/>

Source: Public Library of Cincinnati and Hamilton County and America's Most Literate Cities

### Colleges and Universities

The five largest Greater Cincinnati Colleges and Universities:

- University of Cincinnati
- Miami University
- Northern Kentucky University
- Cincinnati State Technical & Community College
- Xavier University

Source: 2012 Business Courier Book of Lists



## **Shopping**

Major department stores in the downtown Cincinnati area include Macy's, Tiffany & Co., and Saks Fifth Avenue. There are also major department stores in the region including Dillard's, J.C. Penny, Kohl's, Nordstrom, and Sears. Larger malls in the area include Cherry Grove, Cincinnati Mills, Crestview Towne Center, Eastgate, Florence, Kenwood Towne Centre, Newport on the Levee, Northgate, Rookwood Pavilion, Stone Creek Towne Center, Sycamore Plaza, Tower Place, Tri-County, and Western Hills Plaza.

## **Mass Media**

The Cincinnati area has one daily newspaper of general circulation as well as over 25 community and special interest newspapers. Seven television stations and 25 radio stations also complement the area's print media.

## **HEALTH CARE**

### **Hospitals**

Greater Cincinnati has more than 20 hospitals and emergency medical centers. Cincinnati's hospitals are well known regionally and nationally for their treatment and research. University Hospital's two Air Care helicopters provide emergency service as far as 150 miles away. Cincinnati's Children's Hospital Medical Center is among the largest and busiest children's hospitals in the United States. Cincinnati's Shriner's Burns Institute is one of only four in the country that provides treatment for severely burned children, free of charge.

### **Medical Research**

Cincinnati has a strong reputation for medical research and innovation. Albert Sabin developed the first oral polio vaccine at the University of Cincinnati and Children's Hospital. Dr. Henry Heimlich was chief of surgery at Jewish Hospital when he developed his famous maneuver and started an institute in Cincinnati to help fund other research. Dr. O'Dell Owens was among the first physicians to use frozen embryos in overcoming infertility. The first medical laser laboratory was established by Leon Goldman at Children's Hospital, and the first argon laser surgery in the United States was done here.

The University of Cincinnati is leading a multi-million dollar academic and private industry partnership to expand biotechnology research in Cincinnati. They have opened the new Vontz Center for molecular biology research and have taken over a former pharmaceutical laboratory complex to do this research. They have also opened a molecular biology incubator facility to provide space and support for new private ventures. Children's Hospital Medical Center is involved in similar ventures for research, including new research facilities.

Source: Official Statement, City of Cincinnati, Ohio (December 5, 2012)

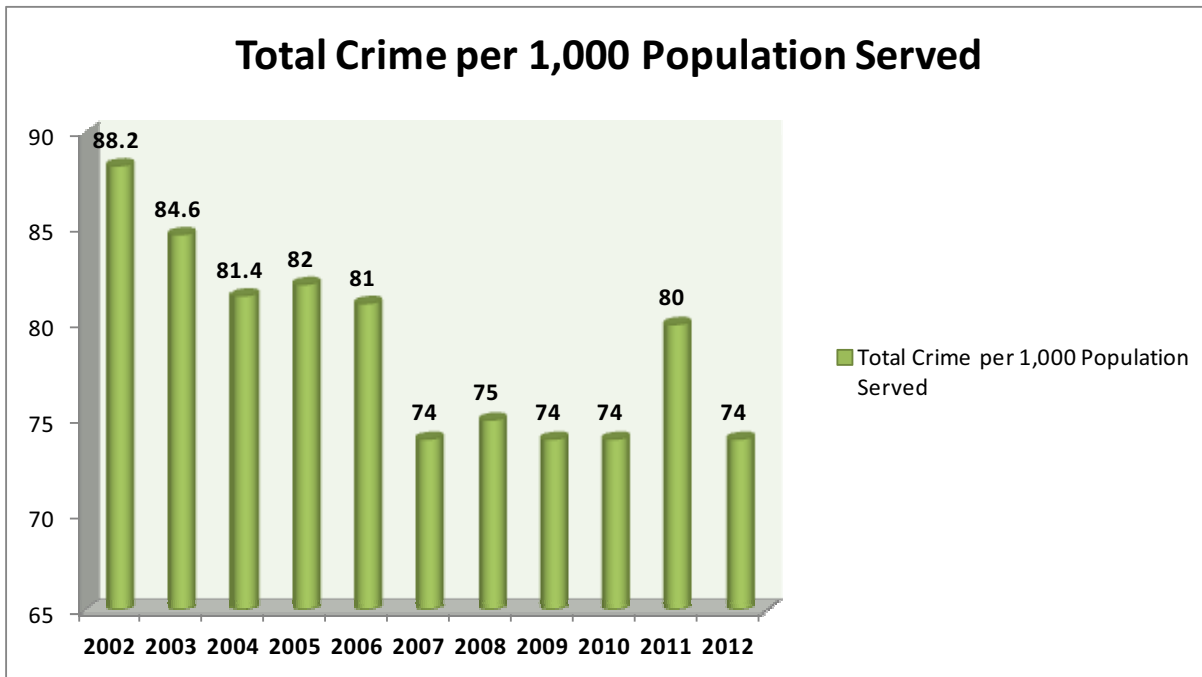


**CITY SERVICES**



***Cincinnati Police Department***

- Police District Facilities 5
- Current Sworn Police Officers 958
- June 30, 2013 Sworn Police Officers 961
- FY 2014 Sworn Authorized Strength 1,118
- 2013 Average Response Time for Emergency Calls 3.6 min



***Cincinnati Fire and Emergency Medical Services***

- Fire Stations 26
- Current Sworn Strength 787
- June 30, 2013 Sworn Strength 789
- FY 2014 Sworn Authorized Strength 841
- 2012 Percentage of fire and rescue incidents responded to in 5 minutes or less from dispatch to arrival: 71%
- 2012 Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less: 92%



***Parks and Recreation***

- Neighborhood Parks 75
- Regional Parks 5
- Park Acres 5,000+
- Hiking and Bridle Trail Miles 65
- Neighborhood Nature Centers 7
- Scenic Overlooks 18
- Landscaped Gardens 500+
- Recreation Centers 23
- Senior Centers 4
- Aquatic Facilities
  - Pools 26
  - Spray grounds 8
- Golf Courses 6
- Tennis Courts 97
- Play Areas 100
- Outdoor Basketball Courts 93
- Baseball Fields 117
- Football/Soccer Fields 76



***Street System***

- Street Lane Miles 3,050
- Sidewalk Miles 1,700
- Street Lights 29,879
- Bridges 64



***Greater Cincinnati Water Works***

- Miles of Water Main 3,100+
- Water Customers 1,100,000+
- Water Customer Accounts 241,000+
- Water supplied a year (in billions of gallons) 45

***Metropolitan Sewer District***

- Miles of Sewer Mains 3,000
- Approximate Population Base Served 802,000
- Number of Sewer Customer Accounts 230,000
- Gallons of Sewage Treated Daily (in millions of gallons) 153
- Miles of Storm Sewers 320



*Buildings and Inspections*

Building Permits - New Construction Only								
Building Permits Issued	2005	2006	2007	2008	2009	2010	2011	2012
New Residential	237	231	150	72	44	94	87	76
New Non-Residential	<u>51</u>	<u>53</u>	<u>55</u>	<u>66</u>	<u>60</u>	<u>67</u>	<u>46</u>	<u>50</u>
<b>Total New Construction</b>	<b>288</b>	<b>284</b>	<b>205</b>	<b>138</b>	<b>104</b>	<b>161</b>	<b>133</b>	<b>126</b>

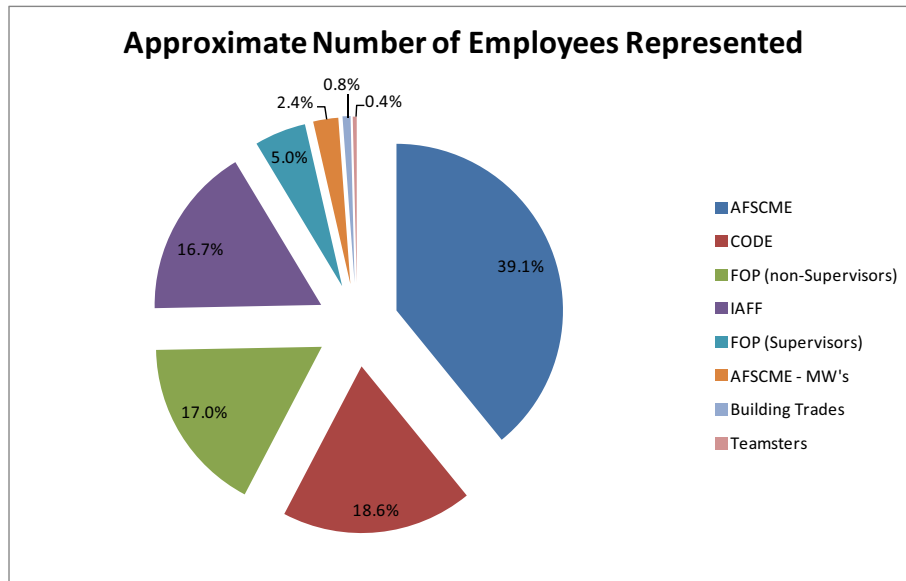
2012 Total Building Permits Issued: 9,082

2012 Estimated Valuation: \$403,221,853

**EMPLOYEE RELATIONS**

The City’s labor management agreements continue the administration’s policy to consider equitable wage adjustments commensurate with productivity, inflation and available resources. Accordingly, the City has enjoyed good relations with the six unions representing its employees: The American Federation of State, County, and Municipal Employees (AFSCME); the Building Trades (TRADES), the Fraternal Order of Police (FOP); the International Association of Firefighters (IAFF), Cincinnati Organized and Dedicated Employees (CODE), and the Teamsters.

The approximate percentages of each of the six above-mentioned unions in relation to the City’s employees are:



Source: Official Statement, City of Cincinnati, Ohio (December 5, 2012)





**INTRODUCTION**

This Part of the FY 2014-2015 Biennial Budget presents supplemental information in several appendices. Included are the following:

A list of each program identified in the Priority-Driven Budgeting Program process and its status in the FY 2014-2015 Budget;

A listing of Community Priority Requests;

A Department Position Schedule which shows changes In positions by classification;

The Mayor/City Council Adjustments to the City Manager’s Recommended FY 2014-2015 Budget;

The FY 2014 All Funds Operating Budget Summary - by Program;

A glossary to help the budget reader to better understand the document.

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# Appendices

## Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Administration	A	To provide administrative support to the Internal Audit and Citizen Complaint Investigative staff	No Change		\$316,410	3.00	\$0	\$0	\$0	\$0
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Internal Audit	2	Performs performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.	Decreased	Due to staffing changes.	\$426,530	4.00	\$606,802	\$606,802	\$0	\$0
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Investigations, Research and Evaluation	1	Provides the community with an investigation that is clear, concise, focused, and understandable and enhances the public's awareness of both the role and complaint process of the CCA. Initiates community dialogue and disseminates information that will educate citizens on ways to avoid negative conflict and interactions with the police.	Decreased	Elimination of Chief Investigator Position	\$233,480	3.00	\$369,618	\$369,618	\$0	\$0
City Council	City Council & City Council Member Offices	City Council	A	Provides legislative oversight, policy direction and budget appropriation for all City departments and agencies.	No Change		\$1,996,770	27.00	\$1,996,770	\$1,996,770	\$0	\$
City Manager	Budget & Evaluation	Budget Administration	A	Provides administrative support to the Office of Budget and Evaluation to assist the City Manager in the allocation of fiscal, organizational, human and tangible resources for the organization.	No Change		\$428,590	4.21	\$0	\$0	\$0	\$
City Manager	Budget & Evaluation	Budget Development	1	Prepares biennial operating and capital budgets with accurate and relevant information in an easily understood manner to foster sound decision-making.	No Change		\$455,940	4.34	\$656,731	\$656,731	\$0	\$
City Manager	Budget & Evaluation	Budget Monitoring	1	Reviews and analyzes fiscal status of the organization by conducting periodic budget to actual reviews, preparing all fiscal related ordinances, reviewing and approving vacant positions, analyzing the impact of policies on operating costs, and ensuring compliance with established codes, policies and procedures.	No Change		\$192,860	2.05	\$294,788	\$294,788	\$0	\$

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
City Manager	Budget & Evaluation	Housing and Urban Development Compliance	2	Ensures fiscal and programmatic compliance with HUD funded grant activities, including managing database, preparing ordinances, approving contracts, and staying abreast of regulation changes.	Reorganized	Impacted by transfer of HUD Compliance and Monitoring program to Community Development	\$254,620	1.11	\$315,378	\$315,378	\$0	\$
City Manager	Budget & Evaluation	Special Projects and Policy Research	4	Provides analysis of management operations, research of best practices, and manage city-wide special projects to improve the quality and effectiveness of City services.	Decreased	Keep position vacant.	\$125,590	1.30	\$190,703	\$190,703	\$0	\$
City Manager	Economic Development	Central Business District Development - Downtown/ OTR Development	2	Manages tax incentive programs, works with regional partners (Chamber, 3CDC, Port Authority, Findlay Market, etc.) to manage business retention efforts and provide vibrant development in Downtown and Over-the-Rhine neighborhoods.	No Change		\$564,950	5.10	\$1,044,695	\$1,044,695	\$0	\$
City Manager	Economic Development	Economic Development Administration	A	Fixed Cost	No Change		\$1,039,780	6.70	\$0	\$0	\$0	\$
City Manager	Economic Development	Neighborhood Business Development	2	Manages tax incentive programs, provides assistance to neighborhood business districts and community councils to manage business retention efforts, create capital improvements, manage tax-increment financing projects, and create commercial development.	No Change		\$44,580	3.80	\$402,037	\$402,037	\$0	\$
City Manager	Economic Development	Quality of Life Programs Administration	4	Manages sidewalk & mobile food vendors, Capital Arts funding, Future Blooms, Film Commission and other programs.	No Change		\$18,000	1.00	\$112,068	\$112,068	\$0	\$
City Manager	Economic Development	Small Business Assistance	4	Provides various programs and services for small businesses, including loans, capacity development, business education and coaching, entrepreneurial training, incubation, and technical assistance.	No Change		\$37,861	1.00	\$101,690	\$101,690	\$0	\$
City Manager	Economic Development	Strategic Program for Urban Redevelopment/Go Cincinnati	1	Provides for the redevelopment of abandoned, vacant, or underutilized industrial, commercial and residential sites in accordance with the priorities set by the GO Cincinnati plan.	No Change		\$24,641	1.40	\$69,322	\$69,322	\$0	\$

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
City Manager	Office of Communications	CitiCable	4	Provides live coverage of all City Council and Council Committee meetings, including closed captioning, and provides other programming via CitiCable.	Decreased	This involves a decrease of one full-time position which is offset by an a part-time position. Along with the elimination of closed captioning.	\$480,920	4.00	\$480,920	\$0	\$480,920	\$2,219,080
City Manager	Office of Communications	Media Bridges	4	Provides public and educational access programming via Media Bridges	Eliminated	This program is no longer funded in the budget	\$300,000	0.00	\$300,000	\$300,000	\$0	\$
City Manager	Office of Communications	Public Information	2	Provides resources for disseminating strategic communications that are delivered professionally through channels that are most timely, effective, and efficient.	Decreased	Miscellaneous non-personnel cuts.	\$250,000	2.00	\$250,000	\$250,000	\$0	\$
City Manager	Office Of Environmental Quality	City Energy Management	3	Leads the City's efforts in department-wide energy management education, development of tools to reduce City's energy use, and form department-wide collaboration to share ideas on energy reduction; and administer federal Energy Efficiency and Conservation Block Grant funds to save energy and promote other City objectives.	Eliminated	Energy Manager position eliminated	\$107,805	1.30	\$107,805	\$107,805	\$0	\$
City Manager	Office Of Environmental Quality	Environmental Compliance	3	Assure that City Government achieves and maintains compliance with applicable environmental laws and regulations and conforms to Best Management Practices through periodic environmental audits and in house environmental consulting.	No Change		\$107,328	1.05	\$107,328	\$107,328	\$0	\$
City Manager	Office Of Environmental Quality	Environmental Economic Development	2	Provides leadership and management for environmental issues in economic development projects including managing high profile Brownfield projects; enforcing Title X of the City Code, which prohibits air emissions constituting a nuisance; providing environmental review of cut and fill permits to reduce contaminated soil risks; and managing green roof incentive program.	No Change		\$97,343	0.95	\$97,343	\$97,343	\$0	\$

Appendix A: Priority-Driven Budgeting Program Status

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City Manager	Office Of Environmental Quality	Promoting Sustainability	3	Promotes sustainability to the public via website, speaking engagements, newsletters, phone calls and emails; and manage the Green Cincinnati Plan which establishes goals for significantly reducing regional greenhouse gas emissions while preserving both economic development and transportation options throughout the region.	Decreased	Miscellaneous non-personnel cuts.	\$129,510	1.40	\$129,510	\$129,510	\$0	\$
City Manager	Office Of Environmental Quality	Recycling Programs	3	Provides an enhanced curbside recycling program that increases citizen participation and landfill diversion rates while minimizing overall costs to the City government; and provides recycling services for wastes generated in City buildings and at City functions.	Decreased	Change recycling incentives and reduce recycling for city facilities	\$2,765,644	1.30	\$2,765,644	\$2,215,644	\$550,000	\$
City Manager	Office of the City Manager	Cincinnati Initiative to Reduce Violence	4	Provides administrative oversight and grant funding to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.	Increased	CIRV funds were increased in 2013 and then decreased in 2014 but overall this still represents an increase from 2012.	\$411,310	0.00	\$411,310	\$411,310	\$0	\$
City Manager	Office of the City Manager	Contract Compliance	2	Administers and enforces the Small Business Enterprise (SBE), Equal Employment Opportunity (EEO) and the Living Wage Programs, Prevailing Wage laws, and Meet & Confer provisions to promote full and equal business opportunities with the City.	Costs Shifted	Eligible costs shifted to Income Tax Infrastructure Fund.	\$601,010	6.00	\$601,010	\$601,010	\$0	\$
City Manager	Office Of The City Manager	Office Of The City Manager	1	Chief Executive Officer providing overall leadership and top-level management of City operations.	Decreased/ Costs Shifted	Miscellaneous non-personnel cuts and increased reimbursements	\$1,034,130	8.00	\$1,034,130	\$1,034,130	\$0	\$
Clerk of Council	Clerk of Council	City Bulletin	3	Prepares, copies and distributes the weekly City Bulletin which is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.	Decreased	Miscellaneous non-personnel cuts.	\$106,159	1.00	\$106,159	\$106,039	\$120	\$

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Clerk of Council	Clerk of Council	City Council and Committee Sessions	1	Prepares the agenda and calendar for each regular and special session of council and council committees. Provide staffing, take minutes, and take roll call for votes at meetings as well. Serve as the parliamentarian at the sessions.	Decreased	Keep position vacant.	\$424,634	4.00	\$424,634	\$424,634	\$0	\$
Clerk of Council	Clerk of Council	City Council Record Maintenance	2	Maintains and preserves all official records and documents of City Council	Decreased	Miscellaneous non-personnel cuts.	\$212,317	2.00	\$212,317	\$212,317	\$0	\$
Community Development	Community Development Administration	Community Development Administration	A	Fixed Cost	No Change		\$1,090,650	4.50	\$0	\$0	\$0	\$0
Community Development	Community Development Administration	HUD Compliance and Monitoring	3	Provides monitoring for programs funded by the US Housing and Urban Development.	Reorganized	Transfer of HUD Compliance and Monitoring from the Office of Budget & Evaluation	\$1,770	0.00	\$1,770	\$1,770	\$0	\$
Community Development	Community Development Administration	Human Resources and Fiscal Management - Community Development	A	Fixed Cost	No Change		\$304,840	4.60	\$0	\$0	\$0	\$
Community Development	Community Development Administration	Human Services Policy	4	Manages City's Human Services Policy grant administration process and monitors partner agencies that receive funding.	Decreased	Agency funding is targeted for reduction in the budget.	\$2,258,220	2.00	\$2,309,031	\$2,309,031	\$0	\$
Community Development	Housing Development	Housing Home Ownership Opportunities	3	Manages Homeownership programs including down payment assistance, new construction, CitiRama, and other programs.	No Change		\$108,840	5.00	\$462,422	\$462,422	\$0	\$
Community Development	Housing Development	Housing Owner Rehabilitation	3	Provides assistance to rehabilitative home owner occupied housing units.	No Change		\$103,490	1.00	\$259,851	\$259,851	\$0	\$
Community Development	Housing Development	Housing Programs Administration	A	Fixed Cost	No Change		\$688,840	4.00	\$52,540	\$52,540	\$0	\$
Community Development	Housing Development	Housing Rental Programs	2	Manages rental unit rehabilitation projects and programs.	No Change		\$47,530	2.00	\$188,963	\$188,963	\$0	\$

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Community Development	Housing Development	Housing Support Programs	3	Provides homeless and housing support programs funded by the Emergency Solutions Grant and Housing Opportunities for Persons with Aids funded by the US Department of Housing and Urban Development.	No Change		\$192,670	1.00	\$263,386	\$263,386	\$0	\$
Community Development	Housing Development	Neighborhood Stabilization Program	3	No Change	No Change		\$10,800	2.00	\$494,811	\$494,811	\$0	\$
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement	2	Provides inspections and follow up enforcement for all property maintenance and code enforcement actions for buildings in the City.	No Change		\$1,809,340	30.50	\$2,765,544	\$2,765,544	\$0	\$
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement Administration	A	Provides management of human resources and fiscal management of department.	No Change		\$181,330	2.00	\$0	\$0	\$0	\$
Enterprise Services	Convention Center Division	Convention Center Administration	A	This program oversees the management agreement and serves as liaison between contract management company, Global Spectrum, LP, and the City of Cincinnati.	Increased	Increased reimbursement expenses to the City Manager's Office related to Duke Energy Convention Center management oversight.	\$386,820	0.00	\$0	\$0	\$0	\$
Enterprise Services	Convention Center Division	Convention Center Management	A	This program oversees the management and administration of the convention center.	Increased	Increase expenses resulting from accounting changes that will no longer allow certain expenses to be paid from prior year allocations.	\$1,066,830	0.00	\$0	\$0	\$0	\$
Enterprise Services	Convention Center Division	Events	3	This program coordinates event requirements within exhibition space, meeting rooms and ballroom space at the Convention Center.	Under Review	Renovate the Junior Ballroom	\$1,478,110	0.00	\$1,855,310	\$1,053,599	\$801,712	\$



# Appendices

## Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Enterprise Services	Convention Center Division	Facility Operations	3	This program is responsible for the operation and maintenance of over 750,000 square feet of convention, exhibition space, meeting rooms and ballroom space within the convention center.	Under Review	Replace Cincinnati icon sign with LED lights	\$3,616,980	0.00	\$4,540,001	\$2,578,188	\$1,961,813	\$
Enterprise Services	Convention Center Division	Sales/ Marketing	4	This program promotes and contracts events at the convention center.	No Change		\$601,230	0.00	\$754,659	\$428,558	\$326,101	\$
Enterprise Services	Parking Facilities Division	Garages	4	This program consists of the operation, maintenance, and management of over 2,900 parking spaces located at six City-owned parking garages throughout downtown Cincinnati. These garages provide a safe and convenient source of enclosed parking.	Increased	Plan for an outside entity to manage most of the City garages is on hold. Expenses for new U Square at the Loop added.	\$3,610,900	10.85	\$3,756,613	\$3,756,613	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Facilities Administration and Business Services	A	This program contributes to the economic growth and stability of Cincinnati by promoting a healthy downtown and neighborhood business districts through the professional management of the City's parking assets. This program also manages internal and external customer transactions for the Parking Facilities Division.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$441,170	4.00	\$0	\$0	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Meter Collection	4	This program consists of the collection of over 5,700 single space and multi-space pay-and-display parking meters located in the downtown area and neighborhood business districts. The collection of parking meters prevents the meters from becoming lodged with coins and enables proper parking turnover.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$340,542	4.20	\$396,947	\$396,947	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Meter Enforcement	3	This program oversees the enforcement of on-street parking. The enforcement of on-street parking promotes parking turnover for economic growth and a safe traffic flow.	Revenue Enhancement	Plan for an outside entity to manage most of the City garages is on hold. However, some fines will increase by \$10	\$1,208,112	14.90	\$1,408,217	\$1,408,217	\$0	\$

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Enterprise Services	Parking Facilities Division	Parking Meter Maintenance	4	This program oversees the maintenance of parking meters. Parking meter maintenance ensures that the meters are functional and accurate.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$235,136	2.90	\$274,082	\$274,082	\$0	\$
Enterprise Services	Parking Facilities Division	Surface Lots	4	This program consists of the operation, maintenance, and management of over 1,400 parking spaces located at six City-owned surface lots throughout downtown Cincinnati. These surface lots provide a safe economical alternative to all-day parking.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$687,790	0.00	\$687,790	\$687,790	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	CAGIS City Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Cincinnati Area Geographical Information System	3	The Cincinnati Area Geographical Information System develops and supports applications for government entities Countywide. Examples of applications could include permitting, zoning, project coordination, infrastructure database, etc.	No Change		\$4,026,690	17.00	\$4,367,941	\$4,367,941	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Customer Service Request (CSR) System Support	3	The Customer Service Request system supports Citizen reporting of problems and service requests to various City and County government agencies. Particularly, the enterprise call center in Public Services accept requests for any service and forwards them to the appropriate entity.	Under Review	Citywide review of Call Centers/ Customer Service	\$90,410	1.00	\$110,484	\$110,484	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Hamilton County Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$0	\$

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Enterprise Technology Solutions	City County Information Systems (CITCO)	CHRIS System	4	Maintain and support the Cincinnati Human Resources Information System (CHRIS) and related applications, including interfaces with other applications such as payroll.	No Change		\$460,700	4.00	\$527,634	\$527,634	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Cincinnati Financial System Support	4	Provides support for Citywide finance related systems such as the Cincinnati Financial System (CFS), purchasing systems, and interfaces to various systems requiring interaction with the financial system.	No Change		\$438,060	3.00	\$488,260	\$488,260	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	CITCO Administration	A	Oversees programs which supports hardware and software related to the City's Internet and Intranet presence.	No Change		\$154,870	0.00	\$0	\$0	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	City Miscellaneous IT Services	4	Provides support to the enterprise and to customers in areas such as development, system support, and PC support.	No Change		\$663,540	5.00	\$746,982	\$746,982	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Data Center Support	4	Supports to all systems housed in the two enterprise data centers; customer virtualization of servers into the enterprise servers; and the City IT Governance Board.	No Change		\$547,420	4.00	\$614,309	\$614,309	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	E-Government Support	2	Supports hardware and software related to the City's Internet and Intranet presence. In addition, develop and support software for various special project and enterprise applications.	Costs Shifted	Charge eligible expenses to capital	\$637,120	5.00	\$712,818	\$712,818	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Enterprise Email Support	2	Maintains hardware and software related to the enterprise email system. Provides support to customers when problems are identified, including support to staff using wireless devices synchronized with City systems.	Costs Shifted	Charge eligible expenses to capital	\$431,690	3.00	\$481,890	\$481,890	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Hamilton County IT Services	4	HAMCO (Hamilton County) provides support to various enterprises in the Hamilton County administration.	Eliminated	Hamilton County chose to not share City IT services	\$109,220	1.00	\$125,908	\$125,908	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Information Systems Security	3	Ensures the safety of City's hardware and software assets against threats such as physical damage, intrusions, hacking, etc. by maintaining and enforcing the City's Information Security Policy.	Costs Shifted	Charge eligible expenses to capital	\$16,910	0.00	\$16,910	\$16,910	\$0	\$
Enterprise Technology Solutions	CLEAR	FIXED COST - CLEAR Levy	F	Fixed Cost	No Change		\$4,580,180	21.00	\$4,580,180	\$4,580,180	\$0	\$

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Enterprise Technology Solutions	Communication Tech Services (CTS)	800 MHz Communications System	3	Supports the City's 800 MHz radio system used by Police, perform various repairs on individual mobile and portable radios for Police Fire, and other Departments, maintains City owned outdoor weather sirens, repair police vehicle cameras, mobile data computer support for CPD, and various electronics equipment. (should be noted that over 50% of the budget goes to a Motorola support contract).	Under Review/ Revenue Enhancement	Expanded 911 Fee could fund this. Proposed fee charge to non-City Radio users to generate an additional \$33,000 in revenue.	\$1,696,420	8.00	\$1,874,509	\$1,874,509	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Administration	A	Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.	No Change		\$228,940	4.00	\$0	\$0	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Telephone System	3	Maintain and support the enterprise telephone system, support desktop telephones, wireless telephones, and data cards. Staff the enterprise contact center.	Decreased	Reduced hosted email fees, transferred Computer Systems Analyst position from CSR to CAGIS, and bill staff time to capital	\$164,810	4.00	\$239,324	\$239,324	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Data Communications Infrastructure	3	Tasked with the design and maintenance of the Metropolitan Area Network. Tasking includes design, implementation, maintenance and replacement of various networking equipment including routers, hubs, switches, SONET, and other data network transport equipment to provide data connectivity to all City facilities and to over 60 locations in support of City and County Law Enforcement.	No Change		\$860,320	5.00	\$969,186	\$969,186	\$0	\$

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Enterprise Technology Solutions	Communication Tech Services (CTS)	Fiber Communications	3	Designs, implements and support the Installs and maintenance of over 120 miles of fiber optic cabling, electronics and other infrastructure used to support the Metropolitan Area Network, privately owned telephone systems, 800MHz Radio System, firehouse dispatching, DOTE Computerized Traffic Control System, video conferencing, and various services at the City's E911 Center including ARTIMIS. Also performs moves adds and changes to telephones systems owned by the City.	No Change		\$162,650	4.00	\$237,164	\$237,164	\$0	\$
Enterprise Technology Solutions	ETS Administration	ETS Administrative Services	A	Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.	Decreased	Keep an Information Technology Administrative Manager and Accountant position vacant due to Hamilton Co. loss and bill staff time to capital. Eliminate vacant Supervising Management Analyst position.	\$823,550	10.00	\$0	\$0	\$0	\$
Finance	Accounts and Audits	Financial Operations	1	Provides timely, accurate and accessible financial information to managers and policy-makers, and assists managers and policy-makers in making sound financial and business decisions.	Decreased	Decrease of a position.	\$963,520	11.00	\$997,127	\$997,127	\$0	\$

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Finance	Accounts and Audits	Financial Reporting	1	Prepares the City's Comprehensive Annual Financial Report and Tentative Tax Budget, coordinates the preparation of the annual Cost Allocation Plan and indirect cost rates for Federal grants, and prepares monthly reports for the City Retirement System.	Increased	Increase is due to additional resources necessary for the City's upcoming fiscal year change which was scaled back by one position in 2014	\$287,480	3.29	\$298,822	\$298,822	\$0	\$
Finance	Accounts and Audits	HUD Financial Reporting	2	Monitors HUD transactions to assure timely and proper expenditure of funds, reports City activity to HUD and draws down funds as needed to cover expenditures.	No Change		\$95,950	1.00	\$95,950	\$95,950	\$0	\$
Finance	Accounts and Audits	Infrastructure Reporting	2	Maintains accurate financial reports to assure compliance with goals outlined by the Smale Commission for spending on infrastructure.	No Change		\$195,820	2.00	\$202,054	\$202,054	\$0	\$
Finance	Accounts and Audits	Payroll Processing	1	Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.	No Change		\$194,590	2.00	\$200,671	\$200,671	\$0	\$
Finance	Accounts and Audits	Tax Increment Finance District Reporting	2	Tracks and reports on all TIF Districts and projects.	No Change		\$612,430	2.00	\$659,479	\$659,479	\$0	\$
Finance	Income Tax	Compliance and Administrative Hearings	1	Audits tax returns and issues refunds.	Decreased	Elimination of one vacant Senior Accountant position and partial year position vacancy savings.	\$997,320	11.75	\$1,033,756	\$1,033,756	\$0	\$
Finance	Income Tax	Delinquency Resolution	3	Collects outstanding tax liabilities.	Decreased	Elimination of Senior Accountant position	\$779,550	9.00	\$807,458	\$807,458	\$0	\$

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Finance	Income Tax	Document Management	2	Processes incoming tax returns and maintains the electronic tax system.	Decreased	Elimination of one vacant clerical position and Reduction in ETS expenses.	\$1,113,870	8.00	\$1,138,677	\$1,138,677	\$0	\$
Finance	Income Tax	Taxpayer Service	2	Provides the public with information and assistance needed to comply with the City's tax requirements.	Decreased	Elimination of one vacant Senior Accountant position and partial year position vacancy savings.	\$890,870	11.00	\$924,980	\$924,980	\$0	\$
Finance	Office of the Director	Finance Administration - Office of The Director	A	Provides overall management of the Finance Department.	No Change		\$441,540	3.00	\$0	\$0	\$0	\$
Finance	Purchasing	Printing Stores	4	Provides printing, mail, and central store/warehouse services to all City agencies.	Under Review	Exploring service sharing with other jurisdictions	\$2,525,440	6.00	\$2,598,591	\$2,598,591	\$0	\$
Finance	Purchasing	Procurement	1	Promotes timely and cost efficient purchasing for supplies, services, and equipment.	Under Review	Exploring service sharing with other jurisdictions	\$1,039,000	11.01	\$1,080,704	\$1,080,704	\$0	\$
Finance	Risk Management	Administration/ Insurance Program	3	Protects the City from Employee Theft, Forgery, Robbery, and protects City buildings and other personal properties from direct physical loss or damages.	Increased	This increase is due to a rise in property insurance premiums.	\$572,630	1.00	\$581,819	\$581,819	\$0	\$
Finance	Risk Management	Employee Health Benefits	1	Administers the self-insured health, prescription, dental and vision plans for City employees and retirees.	Decreased	Increase to the employee contribution rate to decrease City healthcare costs.	\$321,900	3.00	\$335,773	\$335,773	\$0	\$
Finance	Risk Management	Employee Health Services	2	Provides employee health services.	No Change		\$725,100	5.00	\$725,366	\$725,366	\$725,366	\$

# Appendices

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Finance	Risk Management	Employee Safety	2	Provides employee safety services to departments in field audits and training.	No Change		\$343,720	4.00	\$348,560	\$348,560	\$0	\$
Finance	Treasury	Business Licensing Processing	1	Provides for the accurate and timely revenue collection for approximately 45 licenses issued by the City.	Revenue Enhancement	Increase in licensing fees.	\$98,300	0.76	\$100,347	\$100,347	\$0	\$0
Finance	Treasury	Cash Management	2	Provides assistance to all City agencies to facilitate and is responsible for managing the City's investment portfolio.	No change		\$720,610	6.00	\$764,052	\$764,052	\$0	\$0
Finance	Treasury	Community Development Block Grant Loan Management	3	Monitors loan repayments and escrow payments of the City's Community Development Block Grant.	Decreased	The funding for this program has been decreased	\$20,840	0.24	\$20,840	\$20,840	\$0	\$0
Finance	Treasury	Debt Management	F	Fixed Cost	Increased	Increase is due to a rise in fees and charges related to debt service.	\$94,928,800	3.00	\$94,928,800	\$94,928,800	\$0	\$0
Finance	Treasury	Delinquent Accounts	3	Pursues delinquent collections after City agencies have been unsuccessful in collecting for provided services.	Eliminated	The Delinquent Accounts program has been eliminated.	\$176,860	1.00	\$194,960	\$194,960	\$0	\$0
Finance	Treasury	Parking Revenue Management	3	Collects and receipts parking revenues.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$189,370	2.00	\$195,516	\$195,516	\$0	\$0
Fire	Administration	Dispatch and Communication	2	Serves as CFD liaison to the Emergency Communications Center for daily functions and large scale emergencies. Supports all line and staff employees by providing digital telephones, pagers, radios, and blackberries as well as support of fire station notification devices such as ZETRON and fire station speakers. Directly supports all fire apparatus communications including fire apparatus radios which are used for both voice and data communications necessary for Fire, EMS, and all emergency runs.	No Change		\$135,310	1.00	\$140,946	\$140,946	\$0	\$0



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Fire	Administration	Equipment Maintenance	2	Responsible to maintain records of all equipment deployed throughout CFD including 26 fire stations and 6 other locations used in support of the CFD mission. Responsible for accounting for and track all CFD tools, equipment, and supplies. This program physically (hands-on) prepares new equipment for distribution/deployment, and repairs firefighting/EMS equipment (not apparatus) that has been damaged or is in need of preventive maintenance. Contributes to firefighter injury prevention, better patient outcomes, saves funds for the City by the careful inspection and preventive maintenance of firefighting/life-saving equipment critical to CFD operations and other CFD programs. Directly supports the City's investment in firefighter personal protective equipment such as firefighting personal protective equipment (PPE) through regularly scheduled cleaning/maintenance/repair. Ensures maintenance/upkeep and operational readiness of sophisticated monitor/detection equipment as well as self contained breathing apparatus (SCBA).	No Change		\$261,660	1.00	\$267,296	\$267,296	\$0	\$0
Fire	Administration	Fire Administration - Central Stores	A	Responsible for the execution of all purchases of equipment and supplies for CFD. Responsible for keeping CFD compliant with Small Business Enterprise (SBE) goals/objectives, procurement of tools/equipment used by firefighter-medics critical to the CFD mission of planning, preparedness, response, and recovery for CFD and the City. This program is also responsible for the coordination and management of several specialized multi-year projects for CFD including dock facilities project x 2, regional fire training center project, new fire stations, and new CFD headquarters.	No Change		\$258,920	6.00	\$0	\$0	\$0	\$0

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Fire	Administration	Fire Administration - Information Technology	A	Program is responsible for identifying fire department emerging technologies, guaranteeing data integrity, ensuring uniform system security, recommendation/ procurement of equipment, and the maintenance, usability and sustainability of technological assets. Program coordinates with Enterprise Technology Solutions (ETS) and performs technology support, implementation, and ongoing education/ training using a fire department-centric approach. Fire department technology projects and ongoing support include emergency 24/365 support of the City/County Regional Operations Center and CFD Mobile Command Vehicle. Other ongoing projects include the Urban Area Regional Broadcast (UARB) system, fire personnel staffing module, fire apparatus computers/programs, training program computers/software, State mandated incident data reporting and ongoing coordination/assistance with ETS programs that impact the City (and CFD). Fire IT directly supports IT needs for over 100 fire vehicles, 32 fire facilities, and 800 fire department members.	Under Review	This program is moving to paperless environment to create workplace efficiencies.	\$419,914	5.00	\$0	\$0	\$0	\$0
Fire	Administration	Fire Administration - Support Services	A	Fixed Cost	No Change		\$1,594,433	8.00	\$72,050	\$72,050	\$0	\$0
Fire	Administration	Homeland Security	3	Responsible for maintaining, coordinating, and accounting for homeland security assets purchased via U.S. Dept. of Homeland Security grant funds. CFD has several million dollars worth of grant-funded assets including mass casualty incident response units, decontamination units, explosive ordnance units, weapons of mass destruction hazardous materials units, and communications assets that require continuous maintenance, calibration, training, and involvement in regional exercises.	No Change		\$150,923	2.00	\$162,194	\$162,194	\$0	\$0

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Fire	Executive Office	Fire Administration - Financial Management and Financial Planning	A	Provides fiscal oversight, planning, management of the Fire Department's annual budget. Researches and applies for external grant funding to support Department's strategic goals.	No Change		\$1,066,090	13.00	\$0	\$0	\$0	\$0
Fire	Fire Prevention	Child Seat Installation	4	Provides citizens instructions on how to safely install car seats.	Eliminated	This program is no longer funded in the budget	\$65,053	1.00	\$70,689	\$70,689	\$0	\$0
Fire	Fire Prevention	Environmental and Safety Service Management	2	Provides overall management for the Fire Department's inspection program and the Right to Know Program. Also provides management support for the Fire Investigation Unit, the Hazardous Materials Code Enforcement Unit, the Fire Specialist Inspection Program.	No Change		\$154,180	1.00	\$159,816	\$159,816	\$0	\$0
Fire	Fire Prevention	Fire Code Maintenance, Code Enforcement and Community Outreach	2	Inspects occupancies including places of assembly, business, education, institutional, mercantile, residential, storage, and utilities. Prepares inspections and reports for the Hazard Abatement/Public Nuisance Hearings. Issues maximum occupancy posting signs for Places of Assembly. Witnesses and verifies acceptance at building suppression systems tests. Represents the Fire Department on the Board of Buildings Appeals. Participates in the City's Code Enforcement Response Team (CERT). Responsible for the Fire Prevention Board of Appeals as outline in the Cincinnati Fire Prevention Code.	No Change		\$1,135,980	3.00	\$1,152,887	\$1,152,887	\$0	\$0
Fire	Fire Prevention	Fire Investigation	2	A highly trained, very effective group of investigators who concentrate their activities upon determination of fire cause and origin.	No Change		\$916,850	8.00	\$961,935	\$961,935	\$0	\$0
Fire	Fire Prevention	Juvenile Firesetter	4	Responsible for evaluating juveniles referred to the program to determine the best course of action and/or intervention that will change the juvenile's fire setting behavior.	Eliminated	This program is no longer funded in the budget	\$92,920	1.00	\$98,556	\$98,556	\$0	\$0
Fire	Fire Prevention	License and Permits	2	Works with the Building Department at the City's Building Development and Permit Center; known as One Stop Shop to ensure that all fire codes and issues are addressed during pre-development, renovations, and construction phases.	Revenue Enhancement	The Fire Department will charge a fee for fire building plan inspections.	\$114,510	2.00	\$125,781	\$125,781	\$0	\$0

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Fire	Fire Prevention	Right to Know and Environmental Crime	2	Responsible for the coordination of hazardous materials accidents, spills, releases and abandonment issues within the City of Cincinnati.	No Change		\$240,320	2.00	\$251,591	\$251,591	\$0	\$0
Fire	Fire Prevention	Schools Fire Prevention and Community Education	3	Educates approximately 35,000 children on Fire Safety and other safety concerns. Among these include participation in Safety Fairs, Fire Drills, School Programs and other Children events.	No Change		\$897,824	1.00	\$903,460	\$703,460	\$200,000	\$0
Fire	Fire Prevention	Special Events - Fire	4	Provides crowd management and life safety guidelines, ensuring adequate fire/life safety protection as well as emergency medical service availability for special events.	Decreased	Heritage Special Event Subsidy is eliminated.	\$202,613	4.00	\$225,156	\$225,156	\$0	\$0
Fire	Operations	Bomb Squad	3	Responds to all emergencies related to explosive ordnance including devices, letters, hand grenades, meth labs, and fireworks. Provides bomb sweeps during visits from dignitaries and special events.	Decreased	Service level will decrease due to fire fighter layoffs	\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Operations	Building Inspections	2	Performs building inspections for both new and existing buildings throughout the year for compliance with the fire code and life safety. Performs pre-fire planning and familiarization inspections.	No Change		\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$0	\$0
Fire	Operations	Emergency Medical	2	Provides advanced life support, basic life support and all needed emergency medical assistance.	No Change		\$41,741,730	387.50	\$43,925,549	\$36,925,549	\$7,000,000	\$0
Fire	Operations	Fire Suppression	1	Provides a continuity of service related to fire control and suppression.	No Change		\$16,696,692	155.00	\$17,570,220	\$17,570,220	\$0	\$0
Fire	Operations	Hazardous Materials	1	Responds to all emergencies related to hazardous material spills and leaks. Monitors the air for chemical/radiological releases or discharges.	Revenue Enhancement	The Fire Department is working to implement a fee for hazardous material clean up to recoup costs.	\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Operations	Heavy Rescue	2	Provides technical rescue operations such as trench rescue, vehicle entrapments, rope rescue, confined space, elevator emergency rescue, and rapid firefighter rescue team.	No Change		\$2,504,504	23.25	\$2,635,533	\$2,635,533	\$0	\$0
Fire	Operations	Hydrant Inspections	2	Performs hydrant inspections and maintenance on a regular basis throughout the year.	No Change		\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$0	\$0

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Fire	Operations	River Rescue	3	Responds to all emergencies including boat fires, run away barges and other various floating vessels. Rescue of victims stranded in the river. Helps fight fires at dock side facilities. Assists in mitigating hazardous material spills in the river. Critical infrastructure inspections in coordination with the United States Coast Guard.	No Change		\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Personnel and Training	Fire Administration - Human Resources Management	A	Responsible for personnel matters. Some of the responsibilities of the Divisions are: Personnel safety, transfers, discipline, recruiting, and in service training.	No Change		\$1,192,570	3.00	\$0	\$0	\$0	\$0
Fire	Personnel and Training	Fire Administration - Recruiting	A	Works with the City of Cincinnati's Civil Service Department to promote diversity within the rank and file of the Cincinnati Fire Department.	No Change		\$105,010	1.00	\$0	\$0	\$0	\$0
Fire	Personnel and Training	Fire Training	2	Provides the highest quality training and instruction for Cincinnati Firefighters. The Training Bureau's goal is to prepare Cincinnati Firefighters to serve their community in the most efficient and effective means possible, and to ensure firefighter safety.	No Change		\$1,564,570	4.00	\$1,587,113	\$1,587,113	\$0	\$0
Fire	Personnel and Training	Internal Investigations	4	Handles complaints relative to employee conduct and performance and providing an effective way of dealing with citizens complaints.	No Change		\$252,930	3.00	\$269,837	\$269,837	\$0	\$0
Fire	Personnel and Training	Safety and Risk Management	3	Includes many functions related to the safety of the Cincinnati Firefighters and the conditions in which they work. Responds to numerous emergencies during the normal workweek and extra alarm emergencies after hours.	No Change		\$124,460	1.00	\$130,096	\$130,096	\$0	\$0
Health	Clinical Services & Population Health	Clinical Services Division Administration	A	Fixed Cost	No Change		\$745,040	9.00	\$0	\$0	\$0	\$0
Health	Clinical Services & Population Health	Dental Administration and Sealants	3	Provides administration of dental services at health centers and dental sealants program to 4,000 children via schools.	No Change		\$453,150	3.60	\$540,663	\$405,663	\$135,000	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Health	Clinical Services & Population Health	Health Center - Medical Services	2	Provides wellness, preventative and sick visits for children and adults including pediatric care for children, primary care services for adults, and obstetric and gynecological services for women.	Decreased	One position will be eliminated and an increase in PVA: American Care Act will increase revenues for this	\$10,888,100	89.65	\$12,370,861	\$5,099,082	\$7,271,779	\$789,221
Health	Clinical Services & Population Health	Health Centers - Dental Services	3	Dental services are provided to all Cincinnatians who are uninsured or underinsured via the Crest Smiles Shoppe, most health centers and dental van for homeless.	Decreased	Increase in position vacancy savings	\$3,056,510	33.00	\$3,814,156	\$3,549,156	\$265,000	\$0
Health	Clinical Services & Population Health	Health Centers - Pharmacy Services	3	Provides pharmacy services for all children and adults using City health centers.	Decreased	Increase in position vacancy savings and American Care Act will increase revenues for this	\$1,384,220	12.30	\$1,649,721	\$1,649,721	\$0	\$0
Health	Clinical Services & Population Health	Sexually Transmitted Disease Prevention and Treatment	3	Provides screening, notification and treatment for persons with sexually transmitted diseases.	Costs Shifted	American Care Act will increase revenues for this	\$1,498,010	12.00	\$1,717,892	\$923,262	\$794,630	\$53,370
Health	Community Health & Environmental Services	Administration & Health Promotion	3	Provides administration for delivery of community & environmental health services, including health education and health promotion programs.	No Change		\$506,380	5.00	\$562,971	\$282,461	\$280,510	\$75,490
Health	Community Health & Environmental Services	Environmental Health Inspections	1	Enforces health and safety codes including the weed and litter control program, and infractions that affect health and safety throughout the City. Responds to complaints and enforces orders to comply with municipal code.	Decreased	Decrease in positions	\$1,018,661	14.00	\$1,386,503	\$1,288,502	\$98,001	\$14,999

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Health	Community Health & Environmental Services	Environmental Health Services Division Administration	A	Manages overall environmental health programs including all inspection programs.	No Change		\$167,930	3.00	\$0	\$0	\$0	\$0
Health	Community Health & Environmental Services	Lead Based Paint Hazard Prevention and Treatment	1	Includes administration, testing, inspections and prevention of lead based paint hazards to children and families in multi-family residential properties.	No Change		\$1,696,991	12.00	\$1,951,651	\$451,650	\$1,500,001	\$19,999
Health	Community Health & Environmental Services	Private Lot Abatement	1	Payment to outside contractors to clean up properties sited for violations by the Health Department and not remedied by the owner	Decreased	Contracts reduced	\$120,000	0.00	\$120,000	\$120,000	\$0	\$0
Health	Community Health & Environmental Services	Public Employee Assistance Program	4	Provides management and oversight of employee assistance program for all City employees. All program costs are reimbursed by internal funds via cost allocations.	No Change		\$447,460	7.00	\$447,460	\$0	\$447,460	\$2,540
Health	Community Health & Environmental Services	Restaurant and Food License Inspections	2	Inspects restaurants for compliance with the state and local health codes; inspects all temporary food license holders; issues corrective orders, including fines and closures if needed.	Decreased	Decrease in positions	\$1,993,990	26.00	\$2,361,832	\$1,401,832	\$960,000	\$0
Health	Community Health & Environmental Services	Vital Statistics	4	Collects and disseminates birth and death certificates, analyzes vital statistics to provide insight on public health issues or concerns.	Decreased	Decrease in positions	\$1,089,370	15.00	\$1,513,803	\$720,803	\$793,000	\$0
Health	Community Health & Environmental Services	Waste Related Inspections	1	Enforces state and local regulations related to solid waste, swimming pools, landfills, and junk vehicles.	Decreased	Decrease in positions	\$589,470	8.00	\$787,539	\$704,269	\$83,270	\$6,730
Health	Health Commissioner	Emergency Preparedness and Disease Surveillance	2	Manages city-wide response to health risks, including bio-terrorism, communicable disease control, emergency preparedness, and communication with the federal Center for Disease Control.	No Change		\$932,660	6.00	\$983,559	\$191,099	\$792,460	\$832,540
Health	Health Commissioner	Health Department Administration - Office of the Health Commissioner	A	Provides professional, technical, management and administrative support to the Board of Health and staff, including Health Commissioner, Board Clerk, Medical Director, Public Information Officer.	Decreased	Decrease in positions	\$1,286,170	11.00	\$0	\$0	\$0	\$0
Health	Health Commissioner	Health Department Human Resources	A	Manages all human resources related issues for the Health Department.	No Change		\$423,950	4.00	\$0	\$0	\$0	\$0

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Health	Maternal & Infant Health	Reproductive Health & Wellness	3	Provides county-wide reproductive health services - grant funded services - used to go to Planned Parenthood.	No Change		\$771,150	4.00	\$771,150	\$771,150	\$0	\$0
Health	Maternal & Infant Health	Women, Infants and Children	3	Provides county-wide programs and services, such as blood tests, nutrition counseling, and administration of the WIC Food Grant Program to ensure healthy pregnancies and healthy children.	No Change		\$3,305,060	50.40	\$3,305,060	\$0	\$3,305,060	\$1,564,940
Health	Primary Care Programs	Bureau for Children with Medical Handicaps	3	Provides case management and home visits for children with medical handicaps, including enrollment in Medicaid, referrals for other service needs and follow up care.	Decreased	Decrease in positions	\$630,660	9.00	\$806,275	\$606,275	\$200,000	\$0
Health	Primary Care Programs	Community Nursing	3	Provides home visits by nurses for services to maternal and infant health patients as well as home-bound adult population.	Decreased	Decrease in positions	\$2,490,280	26.70	\$3,134,471	\$2,294,441	\$840,030	\$111,970
Health	Primary Care Programs	Nursing Administration	A	Fixed Cost	No Change		\$336,270	4.00	\$0	\$0	\$0	\$0
Health	School & Adolescent Health	School Based Health Centers	2	School-Based Health Centers provide a comprehensive range of clinical services that specifically meet the serious health problems of young people in the community. Nurse practitioners provide acute health care visits, as well as preventative care and wellness services, including: routine physical exams; asthma and other chronic illness diagnosis and management; prescriptions; lab tests; health and nutrition education; and referrals to other services.	No Change		\$191,860	2.00	\$198,639	\$198,639	\$0	\$0
Health	School & Adolescent Health	School Health Administration	A	Fixed Cost	Decreased	Decrease in positions	\$372,190	5.00	\$0	\$0	\$0	\$0
Health	School & Adolescent Health	School Nursing Program	2	Provides vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.	No Change		\$2,409,660	27.10	\$2,953,216	\$1,517,216	\$1,436,000	\$0
Health	Technical Resources	Health Department - Property Maintenance Services	A	Provides routine and preventative maintenance of all Health Department facilities, and manages contractual work as needed.	No Change		\$965,470	6.00	\$0	\$0	\$0	\$0



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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Health	Technical Resources	Health Department - Fiscal and Information Technology Management	A	Provides fiscal management, information technology management and maintenance services for Health Department.	Decreased	Decrease in positions	\$1,606,760	18.00	\$0	\$0	\$0	\$0
Human Resources	Human Resources	Cincinnati Human Resource Information System (CHRIS) Administration	4	The Cincinnati Human Resource Information System (CHRIS) is responsible for human resources information processing as well as providing reports and information as requested. CHRIS is also responsible for administering the City's compensation program.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$89,850	2.00	\$122,736	\$122,736	\$0	\$0
Human Resources	Human Resources	Civil Service Commission	3	Administers staff to Civil Service Commission, prepare docket items, and schedule disciplinary hearings.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$18,000	2.10	\$52,530	\$52,530	\$0	\$0
Human Resources	Human Resources	Civil Service Testing and Selection	3	Prepares and administer civil service exams, posts transfer bulletins and job announcements, verify applications, determine seniority calculations, and notify applicant of seniority points and test dates.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$894,655	9.75	\$1,022,088	\$1,022,088	\$0	\$0
Human Resources	Human Resources	Classification and Compensation	3	Maintains the classification plan and perform job analysis and studies.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$204,902	2.25	\$237,788	\$237,788	\$0	\$0

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Human Resources	Human Resources	Employee Relations	3	Responsible for investigating and mediating employee complaints of discrimination and complaints more general in nature. Assists departments in complying with the Americans with Disabilities Act and Family Medical Leave Act.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$302,100	3.00	\$351,429	\$351,429	\$0	\$0
Human Resources	Human Resources	Human Resources Administration	A	Fixed Cost	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$326,393	2.00	\$0	\$0	\$0	\$0
Human Resources	Human Resources	Labor Relations	2	Responsible for negotiating and administering five labor contracts and maintaining and administering the City's Personnel Policies and Procedures.	Under Review/ Decrease	Department reorganized and services being evaluated for improvements and miscellaneous non-personnel cuts	\$226,630	2.00	\$259,516	\$259,516	\$0	\$0
Human Resources	Human Resources	Professional/ Staff Development	4	Facilitates city-wide training by providing registration, course offerings, and reporting.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$88,500	1.00	\$104,943	\$104,943	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Law	Law	Administrative Hearings	2	The Office of Administrative Hearings hears cases from Notice of Civil Offenses and Civil Fines issued by the City of Cincinnati's Health Department, Department of Transportation, Fire Department, Police Department, and Buildings. The office addresses neighborhood quality of life and public safety concerns such as building code violations, litter, abandoned cars, illegal dumping, and weed control.	No Change		\$298,697	4.00	\$332,031	\$0	\$332,031	\$267,969
Law	Law	Administrative Hearings - Zoning Hearings	4	The Office of Administrative Hearings also includes the Zoning Hearing Examiner which considers and decides applications for relief from the strict requirements of the zoning code. The application review process includes visiting sites, conducting public hearings, timely notifying all interested parties of the hearings, and issuing written decisions. The position ensures that development in the City strikes a careful balance between private and public interests.	No Change		\$108,653	1.00	\$116,987	\$116,987	\$0	\$0
Law	Law	Civil Litigation - Chronic Nuisance	3	Litigation's Chronic Nuisance section coordinates with the Police Department to identify properties that are chronic nuisance sites throughout the City, work with property owners to resolve the nuisance problems, and enforce violations of the ordinance.	Decreased	The Chronic Nuisance position is eliminated	\$85,247	1.00	\$93,581	\$93,581	\$0	\$0
Law	Law	Civil Litigation - Claims & Collections	4	Litigation's Claims and Collections Section investigates and processes claims related to damages to personal or real property filed by citizens against the City and is also responsible for the collection of debts owed the City.	Decreased	The Claims function is eliminated	\$420,951	5.00	\$462,619	\$462,619	\$0	\$0
Law	Law	Civil Litigation - Courts and Administration	3	The Litigation Division represents the City in civil litigation in federal and state courts, defends against and prosecutes claims on behalf of the City, its officials, and employees, and provides representation at various hearings.	No Change		\$720,562	6.20	\$772,230	\$772,230	\$0	\$0

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Law	Law	Community Prosecution	3	The Community Prosecution Section coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of our neighborhoods. Community Prosecution focuses on aggressively addressing blight in neighborhoods and prosecuting negligent property owners in Housing Court for building code, safety, and health violations that negatively impact their surrounding area. This section also handles all matters regarding liquor permits within the City before the Ohio Division of Liquor Control and the Liquor Control Commission.	Eliminated	Community Prosecution is eliminated	\$280,420	4.00	\$313,754	\$313,754	\$0	\$0
Law	Law	Economic and Community Development Legal Services	2	The Economic and Community Development Division provides City agencies with legal services associated with residential, commercial, and mixed-use development projects in the City that involve public funding, including the acquisition and disposition of real estate associated with such projects. Attorneys in Economic and Community Development also draft professional service contracts for the funding of human services, as well as a wide variety of contracts and other legal documents involving housing, transportation, real estate, and management of City-owned parking facilities, recreational facilities, and other City-owned properties. Economic and Community Development attorneys staff the City Planning Commission and Zoning Board of Appeals and assist the attorneys in the Civil Litigation Division with disputes that involve development issues, zoning, and other real property and land use matters.	Increased	An Economic Development Attorney is being added.	\$585,030	8.00	\$635,031	\$635,031	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Law	Law	General Counsel	1	The General Counsel Division is responsible for implementing City Council and City Administration policy directives through drafting necessary legislation. Its attorneys protect the City from adverse legal consequences by providing appropriate legal advice to City Council, the City Administration, to all departments under the City Manager, and to City Boards and Commissions. The General Counsel Division proactively ensures that City elected and appointed officials and employees are aware of their obligations under state law by providing training on the requirements of Ohio's public records, open meetings, and ethics laws. Attorneys in the division also review and/or negotiate the majority of all contracts for the City except those related to economic and community development projects. General Counsel attorneys regularly assist City Boards, Commissions, and various ad hoc task forces and working groups by providing legal advice and drafting necessary legislation to effect the recommendations of those groups, thereby improving the quality of life for Cincinnati residents. The General Counsel attorneys regularly communicate with City Council, City departments, the news media, and the public in relation to monitoring and streamlining the City's responses to public records requests.	No Change	Reduction of two positions	\$738,190	8.00	\$815,269	\$815,269	\$0	\$0
Law	Law	Labor and Employment	4	The Labor and Employment Division provides legal representation for City Departments in all labor and employment matters. This includes representation before the Civil Service Commission, labor arbitration panels, administrative agencies, and suits filed in state and federal court. This section also handles all workers' compensation suits, as well as workers' compensation subrogation claims.	No Change		\$429,550	3.00	\$458,455	\$458,455	\$0	\$0
Law	Law	Law - Director's Office	A	Manage and direct all departmental functions of the entire department.	No Change		\$532,520	4.00	\$0	\$0	\$0	\$0

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Law	Law	Property Management and Real Estate	3	Working under the Economic and Community Development Division, the Property Management Section is responsible for the inventory, management, and disposal of all City-owned or City-leased real property. Property Management is also responsible for issuing revocable street privileges and the payment of all City real estate tax bills. The Real Estate Section is responsible for the appraisal, negotiation, and acquisition of all real property needed by the City. This includes all property needed for economic development and transportation projects and all easements needed for the Greater Cincinnati Water Works and the Metropolitan Sewer District.	No Change		\$457,530	6.00	\$499,056	\$65,240	\$433,816	\$91,184
Law	Law	Prosecution	2	The Prosecutor's Division is responsible for prosecuting all misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City. The Prosecution Division employs a part-time Domestic Violence Victim Advocate to assist domestic violence victims. In addition, the Prosecutor's Division hears appeals of public vehicle license denials and is responsible for nuisance abatement initiatives. The Prosecutor's Division also provides training and legal counsel to the Police Department and related agencies.	Decreased	The Domestic Violence Victim Advocate position will be eliminated and an attorney will fill that roll instead. An additional a Prosecution Attorney is also cut.	\$1,742,500	19.00	\$1,900,837	\$1,900,837	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Industrial Waste Division Administration	A	Provides leadership and administrative support for the programs of the Industrial Waste Division.	Decreased	Due to holding positions vacant	\$2,617,270	8.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Laboratory	2	Performs testing as required by federal, state, and local regulations. Performs studies to support Wastewater Treatment Division process improvements.	Under Review	Offering laboratory services to other jurisdictions for a fee is being considered.	\$1,791,550	26.00	\$3,979,917	\$3,979,917	\$0	\$0

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Metropolitan Sewer District (MSD)	Division of Industrial Waste	Permits and Compliance	1	Issues permits to commercial and industrial customers throughout the service area.	No Change		\$776,030	10.00	\$1,617,709	\$1,617,709	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Surcharge and Surveillance	2	Monitors the industrial waste discharge of the permitted industries for permit violations and high strength surcharging.	No Change		\$753,670	10.00	\$1,595,349	\$1,595,349	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Administration	Wastewater Engineering: Administration (Project Delivery)	A	Fixed Cost	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,594,791	22.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Development Services	2	Reviews and approves building permits and issues tap permits to connect to the sewer system. Maintains Metropolitan Sewer District (MSD) permit records and performs Geographic Information Systems (GIS) editing to ensure that all sewers are identified in the system.	No Change		\$967,510	15.00	\$1,535,518	\$1,535,518	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Modeling and Monitoring	2	Manages and updates the system wide wastewater treatment model and the wastewater treatment plant models. Responsible for monitoring rain gauges and flow meters and reviewing data from them for use in the models.	No Change		\$45,450	3.00	\$159,052	\$159,052	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Strategic Asset Planning	2	Manages, reviews, and approves projects for inclusion in the Capital Improvement Program (CIP). This program also develops alternatives for the business case evaluation process which looks at alternative solutions for capital projects.	No Change		\$2,430,780	33.19	\$3,687,592	\$3,687,592	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Wastewater Engineering: Division Administration (Project & Business Development)	A	Provides leadership and administrative support for the Project & Business Development Division. Responsible for planning capital projects throughout the service area.	No Change		\$542,430	6.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Easement Acquisitions	3	Acquires property and/or property easements in support of Metropolitan Sewer District (MSD) capital projects.	No Change		\$428,141	11.00	\$773,453	\$773,453	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Engineering & Quality Assurance	3	Develops standardized processes, procedures, and training for capital project managers. Additionally, this program tracks performance metrics on Capital Improvement Program (CIP) service providers and construction contractors.	No Change		\$1,525,231	21.97	\$2,884,773	\$2,884,773	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Program and Project Control	4	Provides program control support for the capital program: guarantees control of costs, schedules, and estimates for all capital projects.	No Change		\$33,580	1.00	\$99,354	\$99,354	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 1	2	Provides Project Management (PM) oversight for the entire capital program.	No Change		\$588,217	24.03	\$1,127,561	\$1,127,561	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 2	2	Provides Construction Management (CM) oversight for the entire capital program.	No Change		\$249,115	18.97	\$663,489	\$663,489	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Liquid Stream Treatment	1	This process involves all stages of treatment of the wastewater liquid stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Primary Treatment - removes grit from wastewater, 2) Secondary Treatment - biological treatment of wastewater, and 3) Tertiary Treatment - final filtration and disinfection of wastewater.	No Change		\$24,630,067	120.71	\$28,749,437	\$28,749,437	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Maintenance	1	Provides centralized maintenance to all wastewater treatment facilities and pump stations.	No Change		\$10,913,060	87.71	\$13,906,349	\$13,906,349	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Solids Stream Treatment / Disposal	1	This process involves all stages of processing and disposal of the wastewater solids stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Dewatering, 2) Hauling Solids (other than at the Little Miami or Mill Creek wastewater facilities), 3) Incineration, and 4) Ash Lagoon Dredging / Ash Hauling.	Under Review	Offering incineration services to other jurisdictions for a fee is being considered.	\$12,315,033	60.35	\$14,374,719	\$14,374,719	\$0	\$0



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Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Wastewater Treatment Division Administration	A	Provides leadership and administrative support for all Wastewater Divisions that are responsible for treating wastewater at all wastewater treatment facilities and pump stations in all sewer sheds within the Metropolitan Sewer District (MSD). Facilities include: Millcreek, Little Miami, Muddy Creek, Sycamore, Taylor Creek, and Polk Run.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,842,780	13.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Information Technology	Metro Sewer District Administration - Computer Services	A	Maintains information technology / computer infrastructure and business systems for entire department.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$6,631,400	32.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Office Of The Director	Metro Sewer District Administration - Office of the Director	A	Sets the strategic vision and provides leadership for the Metropolitan Sewer District (MSD). Provides centralized support services.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$7,836,260	19.23	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Sewers Debt Service	FIXED COST - Sewer District Debt Service	F	Fixed Cost	Increased	To take advantage of low interest loans from the State of Ohio's revolving loan fund	\$90,000,000	0.00	\$90,000,000	\$90,000,000	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Flood Control	1	This program includes facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities maintained by the Stormwater Management Utility (SMU).	Decreased	Bond interest payments have been reduced.	\$1,437,400	1.00	\$1,495,785	\$1,495,785	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Metro Sewer District Administration - Financial Management	A	Oversees the operational and financial functions of the Stormwater Management Utility (SMU).	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$875,780	3.00	\$0	\$0	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	National Pollutant Discharge Elimination System (NPDES) Compliance	1	This program includes regulation, permitting, and enforcement services in the Stormwater Management Utility (SMU) to guarantee compliance with the Clean Water Act's (CWA) National Pollutant Discharge Elimination System (NPDES) permit program. The National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States of America (USA).	Decreased	Contractual Services costs have been reduced.	\$827,450	4.00	\$1,060,991	\$1,060,991	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Planning & Design	1	This program includes Capital Improvement Project (CIP) planning and design in the Stormwater Management Utility (SMU).	No Change		\$663,990	9.50	\$840,117	\$840,117	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Condition Assessment	1	The Stormwater Management Utility (SMU) is modifying its program to systematically inspect and inventory each facility in the system on a multi-year recurring cycle. In addition, the inlets and connections in each street paving project are inspected for structural integrity and repaired or modified prior to paving. Condition assessment can also occur as part of a customer service response or can be related to a routine cleaning program.	No Change		\$786,298	2.00	\$903,069	\$903,069	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Customer Service	2	The Stormwater Management Utility (SMU) usually responds to customer service requests related to problems with street inlets and road intakes the same day they are received, but at least within two working days. The timeline for the complete resolution of a request depends upon the complexity of any additional work that must be completed. Some requests are resolved by the initial responder while he/she is on site; other requests could take weeks to fully resolve if design and construction must be scheduled.	No Change		\$1,572,596	4.00	\$1,806,137	\$1,806,137	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Remedial Maintenance	1	This program repairs or improves existing facilities based on the results of structural inspections. Structural inspections may be generated as part of a customer service response, as part of a routine cleaning program, or as part of the Stormwater Management Utility's (SMU) condition assessment program.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Routine Maintenance	1	This program inspects and cleans all street inlets every other year (50% each year); inlets in sag areas are cleaned and inspected each year; all off road intakes are inspected twice per year and cleaned as needed; critical locations, both on and off road, are inspected weekly and after each storm and cleaned as needed. Programs will be developed later this year for the routine inspection and cleaning of ditches and culverts which are now inspected and cleaned on a reactive basis.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Contract Administration	3	Provides expert services contractual procurement support for entire department. Provides construction contract procurement support for entire department. Provides contract compliance for all contracts. Supports Small Business Enterprise (SBE) participation for contracts.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$519,090	6.92	\$1,345,738	\$1,345,738	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Safety	2	Delivers the Safety program to entire Department, including training and guaranteeing safety compliance.	No Change		\$465,280	5.00	\$1,062,569	\$1,062,569	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration	A	Provides leadership and administrative support for the Wastewater Administration Division.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$8,410,110	10.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Accounting	A	Provides centralized accounting support to entire Department, including management of accounts payable for both capital and operating budgets, accounts receivable, and payroll.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,149,100	15.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Personnel	A	Provides centralized human resources support to entire Department, including recruiting, hiring, retention, training, and personnel development.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$618,530	8.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Combined Sewer Overflow (CSO) Maintenance	1	Performs minor maintenance of the combined sewer overflow (CSO) structures (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$117,540	1.00	\$236,998	\$236,998	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Customer Service	3	Fixed Cost	No Change		\$3,672,772	33.00	\$7,471,532	\$7,471,532	\$0	\$0

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Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance and Cleaning	2	Provides work crews and materials for cleaning and minor repairs of the wastewater collection infrastructure throughout the service area. (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$2,649,233	23.00	\$5,396,764	\$5,396,764	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance Shop	3	Provides centralized equipment repairs for the Wastewater Collection Division.	No Change		\$1,218,887	11.00	\$2,532,923	\$2,532,923	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Repair and Rehabilitation	1	Fixed Cost	No Change		\$4,931,728	45.00	\$9,889,229	\$9,889,229	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Sewer System Evaluation	2	Provides work crews and materials for closed circuit television evaluation of the wastewater collection infrastructure. Sewer maintenance is prioritized through activities in this program.	No Change		\$2,362,984	20.00	\$4,752,141	\$4,752,141	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Special Projects	4	Fixed Cost	No Change		\$764,189	6.00	\$1,433,153	\$1,433,153	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Wastewater Collection Administration	A	Provides leadership and administrative support for the Wastewater Collection Division. Responsible for all sewers, interceptors, and combined sewer overflow (CSO) structures.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$3,883,510	19.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Water-In-Basement	Water-In-Basement Response Program	3	Provides customer relief for capacity related wastewater water-in-basement (WIB) problems through cleanup assistance for basement backups, including reimbursements for property damage. Enables the installation of measures to prevent wastewater backups in basements.	Under Review	Proposal to reduce service levels must be approved by federal regulators	\$3,610,390	0.00	\$3,610,390	\$3,610,390	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CHRIS Software and Licensing Fees	4	Fees for Cincinnati Human Resources Information System.	No Change		\$295,450	0.00	\$295,450	\$295,450	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CIT-CO Software and Licensing Fees	3	Fees for City-wide software and licenses. An example is a fee for CHRIS, the Human Resources computer system used city-wide.	Increased	Due to License for Hosted Email	\$931,050	0.00	\$931,050	\$931,050	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CTS Software and Licensing Fees	3		No Change		\$8,500	0.00	\$8,500	\$8,500	\$0	\$0
Non Departmental	Memberships & Lobbyists	Federal Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	No Change		\$107,400	0.00	\$107,400	\$107,400	\$0	\$0

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Non Departmental	Memberships & Lobbyists	State Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	Decreased	Elimination of State Lobbyist funding.	\$106,000	0.00	\$106,000	\$106,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Audit And Examiner's Fees	1	Required fees to comply with state law and municipal code.	No Change		\$305,720	0.00	\$305,720	\$305,720	\$0	\$0
Non Departmental	Non Departmental Accounts	Cincinnati Music Hall	4	Annual support provided according to contractual agreement.	No Change		\$100,000	0.00	\$100,000	\$100,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Cincinnati Public School Reserves	3	Annual support provided according to contractual agreement.	No Change		\$5,000,000	0.00	\$5,000,000	\$5,000,000	\$0	\$0
Non Departmental	Non Departmental Accounts	City Council Staff Benefits	F	Fixed Cost	No Change		\$5,200	0.00	\$5,200	\$5,200	\$0	\$0
Non Departmental	Non Departmental Accounts	Contribution To City Pension	F	Fixed Cost	Increased	This increase is due to an increase in employer contribution to the City Pension	\$4,369,770	0.00	\$4,369,770	\$4,369,770	\$0	\$0
Non Departmental	Non Departmental Accounts	Downtown Special Improvement District	3	Contractual payments for the downtown Special Improvement District.	No Change		\$112,000	0.00	\$112,000	\$112,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Board of Election Expense	F	Fixed Cost	No Change		\$325,000	0.00	\$325,000	\$325,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Fire Pension	F	Fixed Cost	No Change		\$1,369,270	0.00	\$1,369,270	\$1,369,270	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Police Pension	F	Fixed Cost	No Change		\$1,315,580	0.00	\$1,315,580	\$1,315,580	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - HUD Section 108 Debt Service	F	Fixed Cost	No Change		\$632,630	0.00	\$632,630	\$632,630	\$0	\$0

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Non Departmental	Non Departmental Accounts	FIXED COST - Indirect Costs	F	Fixed Cost	No Change		\$378,360	0.00	\$378,360	\$378,360	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Judgments Against The City	F	Fixed Cost	No Change		\$900,000	0.00	\$900,000	\$900,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Manager's Office Obligations	F	Fixed Cost	Increased	Due to a company incentive regarding transit passes	\$50,000	0.00	\$50,000	\$50,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Mayor's Office Obligations	F	Fixed Cost	Decreased	Due to miscellaneous non-personnel cuts	\$160,000	0.00	\$160,000	\$160,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Police & Fire Fighters' Insurance	F	Fixed Cost	No Change		\$300,000	0.00	\$300,000	\$300,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Reserve For Contingencies	F	Fixed Cost	Decreased	Set at \$1 million in General Fund	\$3,100,000	0.00	\$3,100,000	\$3,100,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - State Unemployment Comp	F	Fixed Cost	Increased	Due to layoff coss	\$629,530	0.00	\$629,530	\$629,530	\$0	\$0
Non Departmental	Non Departmental Accounts	General Fund Overhead	F	Fixed Cost	No Change		\$7,779,680	0.00	\$7,779,680	\$7,779,680	\$0	\$0
Non Departmental	Non Departmental Accounts	Hamilton County Clerk of Court Fees	4	Payment for collection of parking fines according to contractual agreement.	No Change	Plan for parking deal on hold.	\$365,000	0.00	\$365,000	\$365,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Hamilton County Treasurer & Auditor Fees	2	Required fees to compensate for expenses associated with moneys collected by the County Treasurer and Auditor for the City of Cincinnati.	No Change		\$610,000	0.00	\$610,000	\$610,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Lump Sum Payment	F	Fixed Cost	Increased	Due to layoff coss	\$1,500,000	0.00	\$1,500,000	\$1,500,000	\$0	\$0

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Non Departmental	Non Departmental Accounts	Port Authority of Greater Cincinnati	3	Contractual payments for economic development services.	No Change		\$700,000	0.00	\$700,000	\$700,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Property Investment Reinvestment Agreements	4	Payments made for multi-year job creation agreements.	Decreased	As these agreements expire and new ones are entered into the costs will fluctuate	\$2,600,000	0.00	\$2,600,000	\$2,600,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Public Employees Assistance	F	Fixed Cost	No Change		\$478,980	0.00	\$478,980	\$478,980	\$0	\$0
Non Departmental	Non Departmental Accounts	Workers' Comp Insurance	F	Fixed Cost	No Change		\$5,598,670	0.00	\$5,598,670	\$5,598,670	\$0	\$0
Non Departmental	SORTA	Southwest Ohio Regional Transit Authority Support	1	Annual support provided according to contractual agreement.	Increased	Due to SORTA transit needs	\$44,865,650	0.00	\$44,865,650	\$44,865,650	\$0	\$0
Office of the Mayor	Office of the Mayor	Office Of The Mayor	A	Presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.	Decreased	Due to staffing changes.	\$597,700	8.00	\$597,700	\$597,700	\$0	\$0
Parks	Parks Admin and Program Services	Customer Service	2	This program provides oversight of customer service requests and special permitting, and manages the rental process of park sites including premier facilities. This program provides public safety through good customer service. When citizens and visitors have a great experience they provide for a presence in the park system, through this presence the bad elements stay out and make the Police Department's job much easier. This program is responsible for shelter & facility rentals, parking permits, photo permits, special event permits, special use permits, wedding permits, managing the 22 Park Advisory Councils, and delivering training throughout the park system. This program keeps our neighborhoods livable through the customer service delivery of our employees, as well as the service the citizen's receive when they enter our park system.	Cost Shifted	Costs for Customer Service shifted to a special revenue fund where permit fees are deposited.	\$339,710	1.40	\$390,863	\$152,983	\$237,880	\$229,120

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Parks	Parks Admin and Program Services	Krohn Conservatory	2	This program manages the on-going operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.	Cost Shifted/ Revenue Enhancement	Costs were shifted in to the Krohn special revenue fund due to an admission price increas	\$685,824	3.70	\$687,175	\$368,295	\$318,880	\$48,920
Parks	Parks Admin and Program Services	Nature Education & Centers	2	This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels, and reaches citizens of the region. This program is all about recycling materials into educational tools, using nature as your entertainment, and getting outside. This program promotes "no child left inside," and combats behavioral issues with children.	Decreased		\$655,910	15.15	\$820,057	\$820,057	\$0	\$0
Parks	Parks Admin and Program Services	Park Special Events	4	This program provides staffing and management of special events that occur throughout the park system.	No Change		\$44,680	0.60	\$52,991	\$52,991	\$0	\$0
Parks	Parks Admin and Program Services	Parks Administrating - Financial & Business Services	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,301,600	7.00	\$0	\$0	\$0	\$0
Parks	Parks Admin and Program Services	Parks Facility Maintenance	2	This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive & predictive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.	Costs Shifted	Reimbursement expense shifted to the Capital Budget	\$242,670	5.00	\$311,930	\$311,930	\$0	\$0
Parks	Parks Admin and Program Services	Warder Nursery	3	This program operates the greenhouses at Warder Nursery. This program provides the plant propagation for the Krohn Conservatory shows and permanent collection.	No Change		\$225,376	11.80	\$357,549	\$238,859	\$118,690	\$112,510



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Parks	Parks Office of the Director	Parks Administration - Director's Office	A	The Director's Office manages the entire department according to the Park Board's Annual Business Plan approved by the Board of Park Commissioners. The Plan focuses on the Park Board's Basic Principles: Clean, Safe, Reliable, Green, Beautiful, and Enriching.	No Change		\$225,580	2.00	\$0	\$0	\$0	\$0
Parks	Parks Operations and Facility Management	Greenspace	2	This program provides the ongoing maintenance of the community and business district, and highway greenspace within the city, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines. This program is important for the livability of the community, business districts, and highway greenspace that welcome citizens and visitors to Cincinnati. These areas promote an inviting city and encourage that citizens and visitors are in a safe and well maintained area.	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund and NBD's Greenspace program cut.	\$589,010	11.00	\$776,886	\$776,886	\$0	\$0
Parks	Parks Operations and Facility Management	Park Land Management	2	This program provides the on-going maintenance of the green infrastructure of the park system including management of invasive plant species, deer management, natural prairies, controlled burns, habitat management, trail management, natural watershed, and pruning according to the Park Board's maintenance standard guidelines. This program handles public safety and keeping sustainable green infrastructure with in our community.	Decreased	Some part-time positions cut.	\$263,290	4.05	\$360,723	\$360,723	\$0	\$0
Parks	Parks Operations and Facility Management	Park Operations and Maintenance	2	This program provides the on-going maintenance of the 5,200 acre park system which includes mowing, trimming, weeding, planting, watering, and litter control.	Costs Shifted/ Decreased	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund. Some part-time positions cut.	\$6,634,742	99.13	\$8,646,791	\$7,919,889	\$726,902	\$10,998

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Parks	Parks Operations and Facility Management	Parks Operations Division Administration	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,376,940	6.40	\$0	\$0	\$0	\$0
Parks	Parks Operations and Facility Management	Tree Maintenance	2	This program manages the tree population within the park system, which is over 5,200 acres. Staff remove dead and dying trees in order to mitigate hazards and invasive insects such as Emerald Ash Bore Beetle and the Long Horned Beetle.	No Change		\$90,700	2.00	\$153,325	\$153,325	\$0	\$0
Parks	Parks Operations and Facility Management	Urban Forestry	1	This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle. This program promotes the livability of our city. The Park Board and the City have received the Tree City USA Award for 31 years. It is a proven fact that citizens receive \$85.12 in benefits per tree a each year.	No Change		\$1,768,390	8.50	\$1,768,390	\$0	\$1,768,390	\$31,610
Planning and Buildings	Buildings	Building Inspection	1	This program performs all construction inspections with exception of plumbing, including structural, electrical, HVAC, etc.	Increased	Position moved from Elevators	\$1,839,875	22.00	\$2,104,099	\$67,500	\$2,036,599	\$37,647
Planning and Buildings	Buildings	Buildings Division Administration	A	Fixed Cost	No Change		\$654,550	4.00	\$6,000	\$6,000	\$0	\$0
Planning and Buildings	Buildings	Elevator Inspections	1	This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.	Decreased	Position moved to Building Inspections	\$604,970	7.00	\$689,041	\$0	\$689,041	\$40,959
Planning and Buildings	Buildings	Permit Center Customer Service	2	This program manages permit issuance and customer service for the Permit Center.	Increased	This reflects new permit center customer service head	\$720,880	10.00	\$840,982	\$840,982	\$0	\$0
Planning and Buildings	Buildings	Plan Examination	1	This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.	No Change		\$803,480	8.00	\$899,561	\$0	\$899,561	\$60,439

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Planning and Buildings	Buildings	Plumbing Inspections	1	This program performs all plumbing construction inspections.	No Change		\$550,615	7.00	\$634,686	\$0	\$634,686	\$21,068
Planning and Buildings	Planning	Planning Division Administration	A	Fixed Cost	No Change		\$332,850	2.00	\$0	\$0	\$0	\$0
Planning and Buildings	Planning	Historic Conservation	3	This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.	No Change		\$242,160	3.00	\$252,040	\$237,040	\$15,000	\$0
Planning and Buildings	Planning	Land Use Planning	1	This program maintains efficient review for subdivisions, zone changes, text changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of city owned property.	No Change		\$506,960	6.00	\$829,930	\$777,930	\$52,000	\$0
Police	Emergency Communications Center	Administrative Call Handling	2	ECC handles approximately 21,000 administrative or non-emergency calls per month. These calls may be requests for information, requests for directions, inquiries related to old incidents, or for any other purpose.	No Change		\$1,609,988	26.00	\$1,892,428	\$1,892,428	\$0	\$0
Police	Emergency Communications Center	E9-1-1 Call Handling	2	ECC processes approximately 35,000 E9-1-1 calls per month. These calls may be for police emergencies, fire emergencies, or medical emergencies. The call-taker inputs the incident into the Computer Aided Dispatch (CAD) system for police or fire dispatch. If the call is for a medical emergency, the call-taker will activate the Emergency Medical Dispatch software which involves going through a scripted protocol with the caller, determining the nature of the medical emergency, and providing pre-arrival or post-dispatch instructions to the caller.	Reorganized/ Decreased / Costs shifted	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee	\$4,603,886	40.00	\$4,980,725	\$4,369,678	\$611,047	\$0

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Police	Emergency Communications Center	Emergency Communications Center Administration	A	ECC responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services. This program provides support for the Emergency Communications Center's (ECC) operations by handling budget and finance issues, training, policy and procedure development, resource management, information technology support, reporting, and quality assurance / quality improvement efforts.	Reorganized	Emergency Communications has moved to the City Manager's Department and administration has been reorganized	\$804,994	13.00	\$0	\$0	\$0	\$0
Police	Emergency Communications Center	Fire Dispatch / Emergency Medical Services (EMS) Dispatch	1	Fire Dispatchers dispatch approximately 6,300 fire incidents per month including 4,500 medical incidents. These dispatchers are responsible for maintaining contact with firefighters in the field, making emergency notifications, acting as back-up to E9-1-1 call-takers for Emergency Medical Services (EMS) Dispatch, and activating the civil defense sirens.	Reorganized	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee Fund 364.	\$495,381	8.00	\$562,949	\$452,961	\$109,989	\$0
Police	Emergency Communications Center	Police Dispatch	2	Police Dispatchers dispatch approximately 37,000 police incidents per month. These dispatchers also are tasked with updating the Computer Aided Dispatch (CAD) system, staying in radio contact with officers in the field, and handling officer requests for National Crime Information Center (NCIC) and Regional Crime Information Center (RCIC) information.	Reorganized	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee Fund 364.	\$2,848,441	46.00	\$3,234,840	\$2,588,876	\$645,964	\$0
Police	General Administration and Support	Police Administration	A	Provides executive leadership, management, and administration of department programs and services. Provides information to the public via various media outlets and the department website.	Decreased	The Assistant Police Chief rank has been reduced from 5 to 3 positions.	\$1,974,820	15.00	\$0	\$0	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Police	General Administration and Support	Police Administration - Fiscal Affairs	A	Develops and manages the department budget; provides data entry for police requisitions and certifications; and processes accounts payable and accounts receivable. Compiles and processes payroll information. Manages federal and state grants, federal and state asset forfeiture funds, and other special funds. Ensures compliance with Federal, State and City statutes, ordinances, and policies relative to fiscal issues. Enforces provisions of the False Alarm Ordinance.	Under Review	Implementing an Alarm Registration Fee is being considered.	\$788,540	12.00	\$2,000	\$0	\$2,000	\$48,000
Police	General Administration and Support	Police Chief's Community Liaison	3	Coordinates the department's Police Community Relations Efforts including Community Liaison Officers, School Resource Officers, Citizens on Patrol, Police Cadets, Police Explorers, and other department youth initiatives.	Under Review	A reorganization based on sworn position attrition is under review.	\$419,670	4.00	\$431,702	\$431,702	\$0	\$0
Police	Neighborhood Policing	Investigative Units	2	These officers investigate crimes within their assigned districts such as such as robberies, burglaries, copper theft, theft from autos, domestic violence, and assaults. When necessary, these units coordinate these investigations with other district investigative units and the Criminal Investigations Section (CIS).	Under Review	A reorganization based on sworn position attrition is under review.	\$8,279,677	77.00	\$8,511,286	\$8,511,286	\$0	\$0
Police	Neighborhood Policing	Marine Patrol Squad	4	Provides police patrols on the Ohio River during events and activities occurring on the riverfront such as Riverfest and dignitary visits. The Marine Patrol Squad's primary function is to protect life and property on the river and its associated boundaries, while enforcing laws and ordinances when necessary. There are no officers assigned to this squad full time. Officers are detailed on an as needed basis.	Under Review	A reorganization based on sworn position attrition is under review.	\$16,760	0.12	\$16,760	\$16,760	\$0	\$0
Police	Neighborhood Policing	Mounted Patrol Squad	4	The Mounted Patrol Squad provides an added dimension to policing: crowd control, visibility, public relations, mobility, and travel into areas not accessible by other vehicles. Mounted Patrol Squad officers patrol all areas of the City, including the downtown business district, with emphasis on Fountain Square and the Central Riverfront. The unit is also available to provide service to the five districts upon request.	Eliminated	This program is no longer funded in the budget.	\$1,084,470	10.00	\$1,114,549	\$1,114,549	\$0	\$0

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Police	Neighborhood Policing	Neighborhood Liaison Units	2	Officers assigned to the Neighborhood Liaison Units serve as a primary contact for the community to address recurring crime problems and quality of life issues. Citizens can contact these officers via e-mail or the 24-hour Community Problem Oriented Policing (CPOP) cell phone. These officers take the lead in applying the components of problem solving and community policing to address community concerns.	Under Review	A reorganization based on sworn position attrition is under review.	\$3,978,546	37.00	\$4,089,839	\$4,089,839	\$0	\$0
Police	Neighborhood Policing	Patrol Services	1	Routinely provides police services, including 24 hours/day, 7 days/week, city-wide response to emergency calls and non-emergency calls for service. These officers are the first responders who initiate neighborhood problem solving, crime prevention initiatives, investigation of crime offenses, and address quality of life issues such as noise violations, animal issues, abandoned vehicles, abandoned buildings, and persons dealing with mental health issues, by serving as the conduit to other City services.	Decreased	A Police Recruit Class planned for 2013 has been cancelled.	\$67,726,051	629.88	\$69,610,807	\$69,610,807	\$0	\$0
Police	Neighborhood Policing	School Crossing Guards	2	Part-time civilian employees serve as school crossing guards providing critical service by ensuring the safety of school children during peak traffic periods. This program is fully reimbursed by the schools.	No Change		\$679,170	39.00	\$796,478	\$0	\$796,478	\$0
Police	Neighborhood Policing	Special Events Unit	2	Coordinates planning for city-wide events and various special events with vendors and other City departments, processes permit applications and not withstanding ordinances, and manages the Police Department's participation during these events (possibly simultaneous events.) Examples of major events include Riverfest and Cincinnati Reds Opening Day, as well as smaller events like church festivals, parades, walks, races, neighborhood street parties, etc.	Revenue Enhancement/Under Review	A Special Events fee is being proposed and the Heritage Events subsidy is being eliminated. A reorganization based on sworn position eliminations is under review.	\$529,230	7.00	\$550,285	\$550,285	\$0	\$0

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Police	Neighborhood Policing	Violent Crimes Squads (VCS)	3	The Violent Crimes Squads (VCS) are non-uniform officers who concentrate on responding to and investigating patterns of violent crimes and crimes within targeted district hotspots. These officers also serve outstanding warrants to arrest and incarcerate the subjects committing these violent crimes.	Under Review	A reorganization based on sworn position eliminations is under review.	\$3,655,961	34.00	\$3,758,230	\$3,758,230	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Court Property Unit	3	Tracks, maintains custody, and disposes of items found, confiscated, forfeited, or held as evidence. Responsible for the disposal of unclaimed property and the destruction of drugs and weapons.	Under Review	Exploring service sharing with Hamilton County. A reorganization based on sworn position attrition is under review.	\$667,602	6.00	\$685,649	\$685,649	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Fleet Management Unit	4	Manages current vehicular needs and plans for future vehicular needs, maintains a liaison with the Division of Fleet Services, and monitors vehicle usage by department personnel. Maintains records of mileage, service, accidents, and damage involving department vehicles, as well as from periodic and special reports.	Under Review	A reorganization based on sworn position attrition is under review.	\$100,440	1.00	\$103,448	\$103,448	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Impound Unit	3	Receives, secures, and disposes of impounded and seized vehicles. Auctions off unclaimed and forfeited vehicles and exercises supervision of private towing companies on the police rotation towing list.	Decreased/ Under Review	Due to civilianization of staffing. A reorganization based on sworn position attrition is under review.	\$527,920	8.00	\$551,983	\$0	\$551,983	\$908,017
Police	Operations Support	Evidence & Property Management Section: Supply Unit	4	Orders, receives, stores, and distributes items needed by the department to maintain normal operations. This responsibility includes office supplies, report and administrative forms, firearms and related equipment, as well as uniform orders and maintenance. This unit directs an annual inspection of uniform parts and other department issued equipment.	Decreased/ Under Review	Due to civilianization of staffing. A reorganization based on sworn position attrition is under review.	\$445,068	4.00	\$457,100	\$457,100	\$0	\$0

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Police	Operations Support	Police Records	2	Receives, reviews, and maintains most criminal offense reports, auto accident reports, and related records. Responsible for maintaining the department's computerized criminal and traffic court dockets, court information sheets, and statistical reports. Processes traffic violation citations, Ohio Crash Reports, and applications for firearm transfer and registration. Responds to all public records requests.	Under Review	Coordinating with the Law Department to provide electronic police records. A reorganization based on sworn position eliminations is under review.	\$1,727,861	27.00	\$1,809,074	\$1,809,074	\$0	\$0
Police	Operations Support	Police Records: Telephone Crime Reporting Unit (TCRU)	4	Receives and processes minor complaints and offense reports by telephone for the department.	Under Review	A reorganization based on sworn position attrition is under review.	\$255,979	4.00	\$268,011	\$268,011	\$0	\$0
Police	Personnel Training and Support	Human Resources Section: Firearms Training Unit	3	Responsible for the department's live firearms training. Conducts annual firearms qualifications for all sworn personnel and firearms instruction for police recruits. This unit inspects, repairs, and evaluates department firearms and makes recommendations on appropriate ammunition for department use.	Under Review	A reorganization based on sworn position attrition is under review.	\$372,590	5.00	\$387,630	\$387,630	\$0	\$0



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Police	Personnel Training and Support	Police Administration - Human Resources Section: Personnel Unit	A	Maintains employee personnel records, coordinates personnel assignments, and maintains a liaison between department employees, the City physician, the police psychologist, and the City's Human Resources Department. It also processes Family Medical Leave Act (FMLA) requests, coordinates Americans with Disabilities Act (ADA) requests, monitors the injured with pay (IWP) process, coordinates the sick leave request process, monitors the grievance process, and maintains records concerning the department's Affirmative Action Plan. Assists department employees engaged in the retirement or resignation process. Provides a liaison to the Ohio Police & Fire Pension Fund (OP&F) Board and the City's Retirement Office.	Decreased	A Police Recruit Class planned for 2013 has been cancelled.	\$407,740	6.00	\$0	\$0	\$0	\$0
Police	Personnel Training and Support	Police Administration Human Resources Section: Recruitment and Background Squad	A	Provides recruitment outreach, testing, and selection of personnel for sworn recruit classes and provides background investigation services for the Police Department and the Emergency Communications Center (ECC).	Under Review	Implementing a fee for administering background checks is being considered. A reorganization based on sworn position attrition is under review.	\$645,170	6.00	\$0	\$0	\$0	\$0
Police	Personnel Training and Support	Police Training Unit (Human Resources Section)	3	Develops and conducts training programs, including recruit, in-service, and firearms training with the Firearms Training Simulator (FATS). Conducts training in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues, and current topics. Coordinates numerous outside training requests, Federal Bureau of Investigation (FBI) training programs, and computer training programs. Produces training bulletins, memos, and video programs for department use at roll calls. Conducts the Citizen Police Academy and Student Police Academy.	Under Review	A reorganization based on sworn position attrition is under review.	\$1,185,930	13.00	\$1,225,033	\$1,225,033	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Police	Planning and Professional Standards	Inspections Section	4	Monitors the activity of the department through staff inspections and unannounced inspections conducted on a random basis, including the department's random drug-testing program. At the annual uniform inspection, the condition of issued equipment is monitored, and compliance with department dress and grooming standards is ensured. Conducts critical reviews of all use of force incidents and serves as the department's central record repository for all use of force incidents.	Under Review	A reorganization based on sworn position attrition is under review.	\$758,470	4.00	\$770,502	\$770,502	\$0	\$0
Police	Planning and Professional Standards	Planning Section	4	Develops policies and procedures to implement best practices and professional standards. Responsible for planning, research, and development of programs that maximize the effective use of department personnel and resources. Responsible for long-range planning, developing and maintaining forms and procedures, conducting legal research, and tracking civil litigation involving the department and its members. Serves as the department's liaison with the City Solicitor's Office.	Under Review	A reorganization based on sworn position attrition is under review.	\$672,920	5.00	\$687,960	\$687,960	\$0	\$0
Police	Planning and Professional Standards	Professional Standards Section	4	Responsible for investigating citizen complaints of a serious nature, complaints of alleged police misconduct, alleged misconduct of department civilian employees and use of force incidents that result in serious injury or death. This section coordinates pre-disciplinary hearings in conjunction with the department hearing officer(s) and coordinates the investigation of complaints referred by the Citizens Complaint Authority (CCA).	Decreased/ Under Review	CALEA Certification costs have been eliminated. A reorganization based on sworn position attrition is under review.	\$1,344,360	15.00	\$1,389,479	\$1,389,479	\$0	\$0

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Police	Special Investigations	Crime Analysis & Problem Solving	3	Responsible for coordinating the department's efforts in the application of problem solving methodologies. Transforms raw information and data into intelligence for police deployment and to facilitate tactical, strategic, and administrative decision making. Acts as a liaison between external and internal sources of information regarding issues affecting both local and regional law enforcement. Coordinates the collection, processing, and dissemination of relevant data throughout the department. Coordinates training for district crime analysts, reviews new information sources for possible use by the department, and coordinates department wide reports for use by the command staff. These services are supported by the Project Coordination Squad and the Real Time Crime Center (RTCC) / Crime Stoppers.	Decreased/ Under Review	Decrease due to civilianization of staffing. A reorganization based on sworn position attrition is under review.	\$430,113	4.00	\$442,145	\$442,145	\$0	\$0
Police	Special Investigations	Criminal Investigations Section: Homicide Unit	3	Investigates homicides, all violent or suspicious deaths, fire deaths, police shootings, police use of force resulting in hospitalization, prisoner deaths while in custody, potentially fatal assaults, felony patient abuse and neglect cases, kidnappings and abductions. Maintains a central file of confiscated weapons. Administers the department's Robbery Apprehension Program (RAP) which provides alarms for residents and businesses that are subjects of repeat robbery offenses. This unit also serves as the department's liaison with the Hamilton County Coroner's Office and is responsible for the direct supervision of the Criminalistics Squad which provides crime scene processing and evidence analysis.	Under Review	A reorganization based on sworn position attrition is being reviewed.	\$4,041,334	40.00	\$4,161,650	\$4,161,650	\$0	\$0
Police	Special Investigations	Criminal Investigations Section: Major Offenders Unit	3	Responsible for the operation of the Financial Crimes Squad, which conducts investigations of financial institution robberies, fraud, forgery, credit card fraud, identity theft, check fraud, embezzlement, extortion, and coercion and bribery offenses. This unit also administers the Rapid Indictment Program (RIP) which utilizes designated officers to present cases directly to the Hamilton County Grand Jury. This program is a court overtime cost savings measure.	Under Review	A reorganization based on sworn position attrition is under review.	\$1,889,163	18.00	\$1,943,305	\$1,943,305	\$0	\$0

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Police	Special Investigations	Criminal Investigations Section: Personal Crimes Unit	3	Investigates rapes and other sexual assault offenses, missing persons, child stealing, and certain other crimes against children. Acts as a liaison with the Hamilton County Juvenile Court and other social support organizations. Coordinates and schedules all polygraph and computer voice stress analyzer examinations.	Under Review	A reorganization based on sworn position attrition is under review.	\$2,341,744	25.00	\$2,416,942	\$2,416,942	\$0	\$0
Police	Special Investigations	Intelligence Unit	3	Gathers, analyzes, stores, and disseminates information concerning organized crime, terrorist activity, and criminally violent groups. Monitors threats against public safety, threats against public officials, and threats against police officers. Oversees firearm investigations, fencing of stolen property, pawn shop coordination, auto theft coordination, and the coordination of city-wide investigative efforts for burglary offenses. Maintains a network of communication with regional and national intelligence organizations.	Under Review	A reorganization based on sworn position attrition is under review.	\$1,151,754	16.00	\$1,199,880	\$1,199,880	\$0	\$0

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Police	Special Investigations	Intelligence Unit: Special Task Forces	3	This Intelligence Unit is tasked with participating in special task forces as required by the department. For example, the Southern Ohio Fugitive Apprehension Strike Team (SOFAST) is a multi-agency task force headed by the United States Marshals Office designed to locate and apprehend those persons wanted for violent felonies. This partnership formed by the participation of multiple agencies combines resources and allows for ease in crossing jurisdictional boundaries to locate and apprehend fugitives. Another task force, Project Disarm, involves a partnership between the department, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Hamilton County Prosecutor's Office, and the United States Attorney's Office to investigate and prosecute those engaged in the illegal possession and trafficking of firearms. Cases involving persons arrested for the illegal possession of firearms by Cincinnati police officers are reviewed, and those who have a high propensity for violence are designated for prosecution under Project Disarm. Those cases are then prosecuted federally where the sentences tend to be much stricter. These efforts work hand in hand with the Cincinnati Initiative to Reduce Violence (CIRV) in targeting those who have the highest propensity for gun violence.	Under Review	A reorganization based on sworn position attrition is under review.	\$719,846	10.00	\$749,925	\$749,925	\$0	\$0
Police	Special Investigations	Narcotics and Vice Unit	2	The Narcotics and Vice Unit is comprised of three squads: Drug Major Violators Squad, the Vice Regulatory Enforcement Squad, and the Drug Enforcement Administration Agency Squad. These squads coordinate department activity related to general vice and drug enforcement, including laws related to liquor, prostitution, gambling, drugs, obscenity, pornography, and regulatory violations.	Under Review	A reorganization based on sworn position attrition is under review.	\$5,896,270	28.00	\$5,980,491	\$5,980,491	\$0	\$0

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Police	Special Operations	Canine Squads	3	The Canine Squads include patrol canines, narcotic detection canines, and explosive device detection canines and their associated handlers. The Patrol Canine Squad is responsible for assisting district officers in high-risk search situations, including natural disaster response, for rescue and recovery services, and the tracking of felony suspects, suspects reasonably believed to be armed, and suspects of other crimes of violence. The Detection Canine Squad is responsible for the completion of two distinct missions: 1) The narcotic detection teams are responsible for assisting officers in detecting and locating illegal narcotics; these teams respond to scenes as requested; and 2) The explosive device teams are responsible for assisting officers in locating explosive devices. The Detection Canine Squad will respond to calls for service, be available for planned events, and conduct proactive searches such as sweeps prior to dignitary visits. The Canine Squads work in conjunction with other law enforcement agencies within Hamilton County through mutual aid agreements.	Under Review	A reorganization based on sworn position attrition is under review.	\$2,190,250	13.00	\$2,229,353	\$2,229,353	\$0	\$0
Police	Special Operations	Parks Unit	2	Provides patrol of the City's 141 park areas, which encompass 4,765 acres of land. Provides a visible police presence, response to citizen requests for assistance, enforcement of criminal and traffic laws, regulation of non-criminal conduct, investigation of criminal activity, and enforcement of park rules. The Parks Unit also represents the department on matters concerning the planning and coordination of events within the City's parks.	Decreased	This Unit has been disbanded as patrol of parks is now handled by individual police districts.	\$1,290,339	12.00	\$1,326,434	\$1,326,434	\$0	\$0

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Police	Special Operations	Safe Streets Unit	2	Provides department-wide enforcement of an intensive, zero-tolerance approach to street crimes, drug trafficking, and quality of life issues. Services include seeking out and arresting both minor and major criminal offenders by enforcing every law and employing every tool available to inconvenience criminals. This includes the use of uniform patrols, mountain bike officers, plainclothes officers, and confidential informants (CIs). Also assists the districts by targeting hot spots and providing additional uniform presence during high profile community events.	Under Review	A reorganization based on sworn position attrition is under review.	\$860,226	8.00	\$884,289	\$884,289	\$0	\$0
Police	Special Operations	Special Weapons and Tactics (SWAT) & Tactical Planning Unit	3	Performs tactical planning and training for City and department personnel. Available for special weapons and tactics (SWAT) response to critical incidents and high risk search warrants on a 24 hours/day, 7 days/week basis. This unit is augmented for emergency responses by other Special Weapons and Tactics (SWAT) trained personnel. Serves as liaison with local, state, and federal resources related to homeland security and all types of emergency preparedness for the City and surrounding communities.	Under Review	A reorganization based on sworn position attrition is under review.	\$890,210	4.00	\$902,242	\$902,242	\$0	\$0
Police	Special Operations	Traffic Unit	2	Responsible for coordinating the department's traffic enforcement efforts. The unit includes sworn personnel operating both marked patrol vehicles and motorcycles. Provides selective enforcement and other specialized traffic-related services including: radar and intoxilyzer training and certification, fatal accident investigation, assisting the Federal Aviation Administration (FAA) and the Ohio State Highway Patrol (OSHP) in aircraft crash investigations, and assisting the Ohio Department of Natural Resources (ODNR) Division of Watercraft, in boat crash investigations. The unit also acts as a liaison and an implementation site for state programs such as the seat belt and holiday drunk driving programs. Additionally, this unit utilizes civilian staff to provide public vehicle inspections and to regulate the Private Police commissioned by the Police Chief.	Under Review	A reorganization based on sworn position attrition is under review.	\$3,245,050	38.00	\$3,359,351	\$3,359,351	\$0	\$0

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Police	Special Operations	Violent Crimes Enforcement Team (VCET)	3	The Violent Crimes Enforcement Team (VCET) is a task force sponsored by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). The team is comprised of agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Cincinnati police officers, and Ohio parole officers. Violent Crimes Enforcement Team (VCET) officers target illicit gun traffickers, prohibited-convicted felons who possess firearms, offenders identified in the Cincinnati Initiative to Reduce Violence (CIRV) program, and conduct gang investigations.	Under Review	A reorganization based on sworn position attrition is under review.	\$860,226	8.00	\$884,289	\$884,289	\$0	\$0
Police	Technology Support	Technology and Systems Section	3	Assists and supports all levels of the department in the planning, installation, and utilization of information technology. Facilitates the collection, storage, and distribution of electronic data. Responsible for the implementation and operation of special applications such as mobile vehicle recorders, surveillance camera systems, and automated license plate reader technology. Provides liaison staff to the Emergency Communications Center (ECC).	Under Review	A reorganization based on sworn position eliminations is under review.	\$1,459,180	15.00	\$1,504,299	\$1,504,299	\$0	\$0
Public Services	Division of City Facility Management	Architecture Design Services	3	This program provides management, architectural services and maintenance of all city-owned buildings.	No Change		\$302,660	5.00	\$315,255	\$315,255	\$0	\$0
Public Services	Division of City Facility Management	Building Rehabilitation	3	This program provides management, architectural services and maintenance of all city-owned buildings that are in need of repair or rehabilitation.	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Income Tax-Infrastructure Fund	\$8,140	0.00	\$8,140	\$8,140	\$0	\$0
Public Services	Division of City Facility Management	City Hall Operations	3	This program provides staffing and material costs to seamlessly operate City Hall so occupants and citizens can function effectively. This also includes overseeing the daily functions of private contractors and frequent interaction with City Administration.	No Change		\$550,010	1.00	\$560,081	\$560,081	\$0	\$0
Public Services	Division of City Facility Management	Energy Costs	3	This program provides for the payment of Utility Bills for gas and electric.	No Change		\$487,860	0.00	\$487,860	\$487,860	\$0	\$0



# Appendices

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Public Services	Division of City Facility Management	Fountain Square/ Skywalk System	2	This program funds the maintenance, utilities and other operational costs to assist 3CDC in the daily operations of Fountain Square by monitoring and overseeing the various contracts.	No Change		\$285,090	0.00	\$285,090	\$285,090	\$0	\$0
Public Services	Division of City Facility Management	Maintenance Services	3	This program provides daily repair and operational maintenance of 911, all Police and Fire Stations, City Hall, and all other general fund buildings. This program also provides oversight of State mandated testing and maintenance of building safety systems. This program provides the necessary management of Energy Performance Contracts.	No Change		\$2,513,430	22.00	\$2,614,157	\$2,614,157	\$0	\$0
Public Services	Division of City Facility Management	Property Management	2	This program funds the costs to oversee and support private entities operating City owned assets such as Fountain Square, City Hall, Findlay Market, and Centennial Two or private groups which occupy City buildings such as the Art Museum and Music Hall.	No Change		\$1,227,740	1.00	\$1,230,259	\$1,230,259	\$0	\$0
Public Services	Division of Fleet Services	Equipment Service	3	This program evaluates and inspects all new vehicles and performs all functions needed to place these vehicles in service.	No Change		\$568,010	7.00	\$607,851	\$607,851	\$0	\$0
Public Services	Division of Fleet Services	Fuel System	3	This program performs all functions necessary to maintain 19 fueling sites throughout the City. Some of these functions include the procurement of gasoline, diesel fuel and E-85. This program is also responsible for maintaining databases regarding fuel key issues.	Decreased	Decreased expenditures related to fuel.	\$7,833,930	0.00	\$7,833,930	\$7,833,930	\$0	\$0
Public Services	Division of Fleet Services	Operations	3	This program performs all functions necessary to maintain a safe and effective level of vehicles and equipment for City operations. These functions include evaluating and inspecting the condition of vehicles and equipment and performing the necessary repairs and maintenance.	No Change		\$9,580,240	53.00	\$9,881,890	\$9,881,890	\$0	\$0
Public Services	Division of Fleet Services	Parts Inventory	4	This program provides the efficient and effective distribution of vehicle and equipment parts to the staff performing repairs and maintenance on the equipment.	No Change		\$5,980	0.00	\$5,980	\$5,980	\$0	\$0
Public Services	Division of Neighborhood Operations	Cemetery Management	4	This program is the result of a court order to provide grass mowing and necessary maintenance to the Wesleyan Cemetery.	Decreased	Decreased to match court ordered maintenance levels.	\$22,310	0.00	\$22,310	\$22,310	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Public Services	Division of Neighborhood Operations	Central Business Area Cleaning	3	This program utilizes a crew of inmates overseen by a sheriff to clean debris from the right of way in the Central Business District and in Over-The-Rhine.	No Change		\$434,360	4.00	\$491,343	\$491,343	\$0	\$0
Public Services	Division of Neighborhood Operations	Citywide Dumpster Program	2	This program maintains yard and run roll off boxes to remove trash, yard waste, metal and tires. This program also provides roll off containers for community clean up events. Employees also drive trucks for snow removal during the winter. Lastly, this program also funds the tipping fees for all debris collected in all City dumpsters.	Under Review	Charge fees to other City Departments who utilize the Department's dumpster service	\$252,540	3.00	\$295,277	\$295,277	\$0	\$0
Public Services	Division of Neighborhood Operations	Customer Service	3	This program is the 591-6000 Call Center that is responsible for taking customer calls for all City agencies. This program also provides notification to the Divisions in the Department of Public Services of matters that need immediate attention. For example, missed garbage collection, customer notification for dead animal removal and customer concerns regarding Winter Operations.	Increased/ Under Review	Increased expenses for additional Customer Service Representative. Citywide review of Call Centers/ Customer Service	\$667,280	8.38	\$726,162	\$726,162	\$0	\$0
Public Services	Division of Neighborhood Operations	Dead Animal Removal	3	This program removes dead animals from the right-of-way. This program also provides the staffing necessary for response to Winter Operations.	No Change		\$54,710	1.00	\$68,956	\$68,956	\$0	\$0
Public Services	Division of Neighborhood Operations	Graffiti Abatement	2	This program paints over and/or cleans graffiti from the public right of way. This program also provides the staffing necessary for response to Winter Operations.	Decreased	Charge property owners for the removal of graffiti from their property	\$341,640	4.00	\$374,424	\$374,424	\$0	\$0
Public Services	Division of Neighborhood Operations	Greenspace & Lots	1	This program includes cutting grass and removing weeds, debris and litter in right-of-ways, steps, walls and guardrails. This program also provides funding for staffing during Winter Operations.	Under Review	Greenspace Service Betterment	\$1,643,240	23.00	\$1,692,604	\$1,692,604	\$0	\$0
Public Services	Division of Neighborhood Operations	Keep Cincinnati Beautiful Support	3	This program educates the public on beautification, litter prevention, waste reduction, and recycling.	Decreased	Decreased Keep Cincinnati Beautiful support.	\$483,000	0.00	\$483,000	\$483,000	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Public Services	Division of Neighborhood Operations	Neighborhood Right-Of-Way Cleaning	2	This program provides resources to remove debris and litter, dumped materials such as tires, yard waste, construction and roofing materials and unwanted furniture, from alleys and the right of way. This program also empties corner trash cans through Neighborhoods. Lastly, this program also provides the staffing necessary for response to Winter Operations.	Decreased	Decreased expenditures due to position eliminations and increased position vacancy allowance.	\$777,890	13.00	\$878,388	\$878,388	\$0	\$0
Public Services	Division of Neighborhood Operations	Solid Waste Curbside Collection	1	This program provides weekly curbside collection of solid waste.	Decreased	Increased yard waste, cart repair and parts expenditures, which is offset by savings resulting from route optimization.	\$10,813,480	95.00	\$12,166,823	\$12,166,823	\$0	\$0
Public Services	Division of Neighborhood Operations	Street Sweeping	1	This program supports the Street Sweeping Program by removing vehicles that would impede street sweeping. This program is also responsible for the removal of signs on City owned property and in the right-of-way.	Under Review	Contract residential street sweeping services	\$2,157,770	10.00	\$2,179,233	\$2,179,233	\$0	\$0
Public Services	Division of Neighborhood Operations	Street Sweeping Code Enforcement	2	This program issues parking citations to illegally parked cars interfering with street sweeping services.	Under Review	Code Enforcement Officers given full police powers	\$120,680	1.00	\$122,826	\$122,826	\$0	\$0
Public Services	Division of Neighborhood Operations	Tire Collection	3	This program provides curbside tire collection on a weekly basis with a four tire per address limit.	No Change	Tire collection program is eliminated	\$29,510	0.00	\$29,510	\$29,510	\$0	\$0
Public Services	Non Departmental Accounts	Fleet Services Division Administration	A	Fixed Cost	No Change		\$341,490	5.00	\$0	\$0	\$0	\$0
Public Services	Non Departmental Accounts	Neighborhood Operations Division Administration	A	Fixed Cost	No Change		\$626,290	8.62	\$45,730	\$45,730	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Public Services	Non Departmental Accounts	Public Services Administration	A	Fixed Cost	Increased	Increased resources for Kronos Time and Attendance System	\$563,972	3.31	\$0	\$0	\$0	\$0
Public Services	Non Departmental Accounts	Public Services Administration -Financial & Quality Control	A	Fixed Cost	No Change		\$252,080	1.00	\$0	\$0	\$0	\$0
Public Services	Office of the Director of Public Services	Public Services Administration - Human Resources	A	This program manages human resources and employee safety.	Increased	Addition of new HR staff	\$300,880	2.00	\$0	\$0	\$0	\$0
Public Services	Office of the Director of Public Services	Public Services Administration - Office of the Director	A	This program oversees the administration and operation of the Public Services Department.	No Change		\$246,508	1.69	\$0	\$0	\$0	\$0
Public Services	Traffic and Road Operations	Pavement Maintenance	1	This program provides repair and maintenance for potholes, pavement, gutters, and traffic speed bumps.	Under Review	Implement a work order system	\$3,217,310	43.50	\$3,217,310	\$3,217,310	\$0	\$0
Public Services	Traffic and Road Operations	Roadway Lighting Systems	1	This program provides repair and maintenance for all roadway lighting in the Central Business District and for all light poles owned by the City.	Under Review	Implement a work order system	\$684,150	12.00	\$822,165	\$822,165	\$0	\$0
Public Services	Traffic and Road Operations	Structure Maintenance	1	This program maintains city walls, bridges, steps, guardrails and attenuators. This program also maintains inlets and storm drains.	Under Review	Implement a work order system	\$3,819,670	57.00	\$3,819,670	\$3,819,670	\$0	\$0
Public Services	Traffic and Road Operations	Traffic and Road Operations Division Administration	A	This program oversees the administration and operation of the Traffic and Road Operations Division.	No Change		\$305,400	0.00	\$0	\$0	\$0	\$0
Public Services	Traffic and Road Operations	Traffic Control	1	This program maintains safe traffic flow by maintaining over 150,000 traffic signs and over one million lines of pavement markings in the roadway. This program also provides traffic control during special events as well as roadway emergencies. Lastly, this program manufactures and designs signage.	Under Review	Implement a work order system	\$2,194,540	24.00	\$2,194,540	\$2,194,540	\$0	\$0

# Appendices

## Appendix A: Priority-Driven Budgeting Program Status

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Public Services	Traffic and Road Operations	Traffic Signal Systems	1	This program provides repair and maintenance for all roadway signals such as, traffic signals, school crossing signals, and crosswalk signals.	Under Review	Implement a work order system	\$1,764,070	24.00	\$2,017,098	\$2,017,098	\$0	\$0
Public Services	Traffic and Road Operations	Winter Operations	1	This program provides safe roadways during snow and ice events and addresses isolated icing when weather conditions warrant.	Decreased	Reduction in salt expenses	\$2,951,410	0.00	\$2,951,410	\$2,951,410	\$0	\$0
Recreation	Aquatics	Aquatics	4	Provides open swimming sessions at neighborhood pools, as well as swim team, water aerobics, swim lessons, and youth lifeguard training programs.	Decreased	Close five pools.	\$1,435,170	45.80	\$1,687,182	\$1,412,482	\$274,700	\$0
Recreation	Arts	Arts Administration	4	Provides administrative support for the arts grants programs funded by the City.	Eliminated	This program is no longer funded in the budget	\$50,000	0.00	\$50,000	\$50,000	\$0	\$0
Recreation	Athletics	Athletics	4	Provides fun, safe, and quality athletic and physical fitness programs including sports leagues, lessons, camps, and clinics.	Decreased	Decreased General Fund part-time staff.	\$946,500	6.70	\$983,318	\$502,148	\$481,170	\$0
Recreation	Community Center Operations	Adult Programming	4	Provides year-round recreational programs and activities for adults. These programs include opportunities for participation in cultural and health and wellness activities and organized fitness and athletic programs.	Decreased	Decreased part-time program staff	\$838,955	10.00	\$908,665	\$651,505	\$257,160	\$1,300
Recreation	Community Center Operations	Recreation Center Maintenance	4	Provides for year-round janitorial building support at individual recreation centers. This includes daily trash removal, general building janitorial care, floor care, building safety inspections and landscaping.	Decreased	Decreased part-time staff	\$371,090	20.75	\$515,738	\$515,738	\$0	\$0
Recreation	Community Center Operations	Recreation Center Operations	3	Provides for the general supervision, program planning, and budget monitoring for year-round recreational programs and activities for children, youth, and teens at 24 recreation centers. This program level functions as a liaison to the local schools, non-profits, and community groups.	Decreased	Close Bush center, cut part-time maintenance staff.	\$3,049,450	24.00	\$3,216,753	\$2,917,333	\$299,420	\$1,520
Recreation	Community Center Operations	Senior Programming	4	Provides year-round recreational programs and activities for seniors. These programs include opportunities for seniors to become involved in art and cultural activities, participate in health and wellness workshops, and in organized athletic activities. Recreation centers also provide hot lunch programs and health screenings for senior members.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$191,345	3.00	\$212,258	\$146,648	\$65,610	\$2,750

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Recreation	Community Center Operations	Youth Programming	3	Provides year-round recreational programs and activities for children, youth, and teens. These programs include instruction in the arts, nature education, health and wellness programs and involvement in organized athletic activities. Recreation centers also provide after school and summer care for working families and select employment opportunities for youth and teens.	Decreased	Decreased part-time program staff.	\$5,805,460	152.50	\$6,451,640	\$4,607,620	\$1,844,020	\$17,300
Recreation	Golf	Golf	4	Provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.	Decreased	Decreased costs for outside contract	\$6,792,850	2.00	\$6,806,792	\$406,792	\$6,400,000	\$0
Recreation	Indoor/Facility Maintenance	Indoor/Facility Maintenance	3	Provides infrastructure support to a network of neighborhood recreation centers, aquatic facilities, tennis operations, rental shelters, and numerous outbuildings. This division provides expertise in areas such as electrical, HVAC, roofing, carpentry, plumbing, painting, masonry, and glasswork. This division ensures that department facilities are safe, comfortable and aesthetically attractive for participants.	Decreased	Decreased part-time maintenance staff.	\$1,810,150	15.00	\$1,877,071	\$1,873,571	\$3,500	\$0
Recreation	Non Departmental Accounts	Recreation Administration - Design, Communications, and Marketing	A	Fixed Cost	No Change		\$138,220	2.00	\$0	\$0	\$0	\$500
Recreation	Non Departmental Accounts	Recreation Administration - Director's Office	A	Fixed Cost	No Change		\$489,810	5.00	\$0	\$0	\$0	\$5,000
Recreation	Non Departmental Accounts	Recreation Administration - Financial Management and Information Technology	A	Fixed Cost	No Change	Cut Clerk Typist 3 position.	\$1,128,650	12.40	\$30,630	\$30,630	\$0	\$100,800

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Recreation	Outdoor Maintenance	Outdoor Maintenance	3	Provides maintenance support to a network of neighborhood recreation centers, aquatic facilities, tennis courts, rental shelters, athletic fields, basketball courts, and playgrounds. This division provides services such as mowing, trash pick-up, mulching, curb appeal aesthetics, playground equipment inspection and repair, sport fields upkeep, and general maintenance. This division ensures that these areas are safe, playable, and aesthetically attractive for participants.	Decreased	Decreased outdoor part-time maintenance staff.	\$3,170,650	56.70	\$3,565,904	\$3,565,604	\$300	\$0
Recreation	Seniors	Seniors Activities	4	Provides high quality recreation and leisure experiences to senior citizens including a variety of social, athletic, cultural, educational, and recreational activities.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$564,190	13.10	\$680,253	\$395,993	\$284,260	\$1,240
Recreation	Support Services	Recreation Administration - Human Resources	A	Manages all human resources functions including hiring, staff training and development, and maintenance of all personnel records; ensures compliance with Federal and State laws and collective bargaining agreements.	No Change		\$342,080	4.70	\$0	\$0	\$0	\$0
Recreation	Technical Services Division	Planning and Development	2	Provides guidance and management of the Capital Improvement Program to provide safe and attractive recreation facilities throughout the City.	Decreased	Transfer part time personnel to Support Services program, charge eligible expenses to Capital.	\$255,111	9.00	\$255,111	\$255,111	\$0	\$0
Recreation	Therapeutic Recreation	Therapeutic Recreation	4	Provides high quality support services, training, advocacy, and therapeutic recreation programs with specialized and inclusive programming for adults and youth.	No Change		\$856,610	28.70	\$994,977	\$911,967	\$83,010	\$2,490
Transportation & Engineering	Airport	Airfield Maintenance	2	This program is responsible for keeping the runways free from over grown grass and weeds; performing spot repairs to the runways; as well as maintaining the approach lights.	No Change		\$636,297	4.55	\$874,710	\$874,710	\$0	\$0

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Transportation & Engineering	Airport	Airport Buildings Maintenance	4	This program is responsible for the cleaning and repairs to the main terminal building, including the restaurant and leased spaces.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$0	\$0
Transportation & Engineering	Airport	Airport Flood Control	3	This program is responsible for operating the pumping stations to insure that the airport is functional during flood events.	No Change		\$79,471	0.65	\$113,530	\$113,530	\$0	\$0
Transportation & Engineering	Airport	Airport Operations	2	This program is responsible for the operation of the airport and serving as the liaison with the Federal Aviation Administration (FAA) as well as current and future airport tenants. There are multiple tenants in the main terminal and well as the corporate hangars and various rental hangars. This program is responsible for contracting out security services at the airport.	No Change		\$261,172	1.30	\$329,290	\$0	\$329,290	\$1,765,710
Transportation & Engineering	Airport	Airport Winter Operations	2	This program is responsible for keeping the runways free and clear of ice and snow. The runways are kept clear by a large motorized broom and liquid de-icing chemicals.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$0	\$0
Transportation & Engineering	Engineering	Bicycle Infrastructure	2	This program funds activities that enhance and improve bicycle/pedestrian transportation, safety and access citywide and as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, bicycle lanes, sharrows, bike racks, parking, signage, railroad crossings, traffic improvements, safety projects and multi-use paths/trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Under Review/ Costs Shifted	Cost Sharing with adjacent jurisdictions. Eligible costs shifted into Income Tax Infrastructure Fund.	\$70,396	5.89	\$101,343	\$101,343	\$0	\$0
Transportation & Engineering	Engineering	Bridge Inspection	1	This program is responsible for the inspection and evaluation of the City's 65 bridges, the maintenance of a bridge condition inventory, and assures regulatory compliance with Section 723.54 of the Ohio Revised Code which mandates the inspection of these bridges.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$10,747	2.24	\$14,602	\$14,602	\$0	\$0



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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Engineering	Bridge Rehabilitation	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 65 bridges that carry 1.4 million square feet of streets. This program prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$105,750	6.18	\$120,882	\$120,882	\$0	\$0
Transportation & Engineering	Engineering	Client Services - Project Design and Engineering	4	This program provides professional engineering design, architectural design services for various City projects, community development projects, parking facility projects, transportation improvement projects, aviation improvement and asset preservation projects. The program provides effective services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	No Change		\$59,293	1.44	\$66,066	\$66,066	\$0	\$0
Transportation & Engineering	Engineering	Client Services - Construction Management	4	This program provides professional construction management services for other City departments to ensure the transportation aspects of the project are constructed in accordance with the construction documents.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$56,221	3.92	\$90,061	\$37,398	\$52,663	\$233,337
Transportation & Engineering	Engineering	Client Services - Project Management Support	4	This program provides effective project management services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$18,227	2.09	\$24,754	\$24,754	\$0	\$0
Transportation & Engineering	Engineering	Client Services - Surveying	4	This program supports City real estate functions through surveying and subdivision platting and review, and surveying for design support and construction layout.	No Change		\$48,621	0.85	\$48,621	\$48,621	\$0	\$0

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Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Engineering	Curb Ramps	2	This program improves the accessibility at intersections in accordance with the current American with Disabilities Act (ADA). It funds construction, repair, and replacement of curb ramps throughout the City in concert with streets that are being repaired under the Street Rehabilitation Program. These curb ramps, constructed at intersections, improve pedestrian access along City streets for citizens with disabilities. This program funds labor, materials, and technologies needed to plan, design, build, survey, and inspect this construction.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$8,032	0.56	\$12,783	\$12,783	\$0	\$0
Transportation & Engineering	Engineering	Hillside Stairways	3	This program is responsible for preserving, improving, and enhancing Cincinnati's 347 sets of hillside stairways that climb more than 5,000 feet up Cincinnati's hillsides. This program evaluates stairway conditions; maintains a condition inventory; as well as prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Engineering	Landslide Stabilization	1	This program is responsible for the inventory, inspection, and investigation of the numerous unstable hillsides as well as the development of stabilization and mitigation solutions for landslides.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$14,763	2.52	\$21,290	\$21,290	\$0	\$0
Transportation & Engineering	Engineering	Pavement Condition Rating	2	Activities of this program include inventorying, evaluating, inspecting, prioritizing, and coordinating conditions of streets.	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Engineering	Permits Issued for Activities with the Right of Way	2	Permits issued for temporary construction or use activities in the right-of-way such as street opening, barricades, heavy material hauling, lane closures, equipment setup, or other construction activities.	No Change		\$432,706	9.03	\$552,971	\$552,971	\$0	\$0
Transportation & Engineering	Engineering	Retaining Wall Inspection	2	This program strives to effectively inspect and manage the City's retaining wall assets totally 50 miles in length with a replacement value of over \$225 million.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$5,374	1.12	\$7,301	\$7,301	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

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Transportation & Engineering	Engineering	Retaining Walls	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 1,542 retaining walls that stabilize 50 miles of embankments along Cincinnati's transportation system. This program evaluates wall conditions; maintains a condition inventory, and prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$13,405	3.21	\$20,083	\$20,083	\$0	\$0
Transportation & Engineering	Engineering	Right of Way	3	This program coordinates the review of Coordinate Reports (CR) and Revocable Street Privileges (RSP) for DOTE, as a support arm for the City Real Estate Division, for requests for private uses of the City's Rights-of-Way.	No Change		\$28,058	1.02	\$73,367	\$73,367	\$0	\$0
Transportation & Engineering	Engineering	Sidewalk Inspection	3	This program is responsible for inspecting Cincinnati's public sidewalk system, which includes sidewalk safety and ADA inspection.	No Change		\$28,059	4.05	\$73,368	\$73,368	\$0	\$0
Transportation & Engineering	Engineering	Sidewalk Preservation	2	This program is responsible for the preservation of Cincinnati's public sidewalk system, which includes issuance of orders for repair/replacement, IT software support and sidewalk assessments.	No Change		\$336,814	5.24	\$435,581	\$435,581	\$0	\$0
Transportation & Engineering	Engineering	Spot Infrastructure Repairs	2	This project funds the replacement of deteriorated infrastructure not covered under other capital projects, including curb replacements and major pavement repairs on streets not requiring rehabilitation, and median reconstruction. This project also funds pavement treatments, including pavement rejuvenation, crack sealing, and micro surfacing needed to supplement and extend the Street Rehabilitation Program. This project funds labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$8,032	0.56	\$12,783	\$12,783	\$0	\$0
Transportation & Engineering	Engineering	Street Improvements	2	This program improves the safety and capacity on roadways with documented safety or congestion issues. Improvements are often performed in conjunction with new housing and/or economic development.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$399,101	20.55	\$587,197	\$587,197	\$0	\$0

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Transportation & Engineering	Engineering	Street Rehabilitation	2	This program preserves the condition of Cincinnati's 940 miles of roadway having a total area of 3,000 lane-miles and a replacement value of \$2.5 billion. This program includes all personnel, non-personnel, and capital costs necessary to systematically reconstruct, rehabilitate, and repair pavement and curbs. Activities of this program include managing, inventorying, evaluating, inspecting, prioritizing, coordinating, designing, surveying and administering contracts.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$592,239	19.15	\$792,358	\$633,358	\$159,000	\$0
Transportation & Engineering	Engineering	Subdivision/ Private Improvement Right of Way	3	This program oversees the development of new subdivisions that will include future rights-of-way and private improvements within existing rights-of-way to ensure compliance with City rules, regulations, and construction standards.	No Change		\$169,690	2.09	\$201,148	\$201,148	\$0	\$0
Transportation & Engineering	Engineering	Utility Coordination	3	Coordination of utility construction in the right-of-way to promote safety, convenience to the public, collaborate work and mitigate conflicts between public and private facilities, IT support to the construction coordination system, and to preserve Cincinnati's transportation infrastructure.	No Change		\$482,966	7.85	\$572,372	\$572,372	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Airport Administration	A	Fixed Cost	Decreased	Elimination of Blue Ash Airport Operations	\$555,266	3.90	\$78,440	\$78,440	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	City Engineer Administration	A	Fixed Cost	No Change		\$104,743	1.52	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Traffic Engineering Administration	A	Fixed Cost	No Change		\$215,370	2.89	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Accounting Support	A	Fixed Cost	No Change		\$428,051	6.00	\$1	\$1	\$0	\$0

# Appendices

## Appendix A: Priority-Driven Budgeting Program Status

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Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Director's Office	A	Fixed Cost	No Change		\$263,274	3.93	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Support Services	A	Fixed Cost	No Change		\$569,681	6.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Traffic Engineering	Assessed Street Lights	3	This program works with the Law Department to prepare all correspondence, reports and ordinances to notify and assess property owners for the current 2,677 special street lights per the Ohio Revised Code. Staff assists in the development of new and ongoing street lighting assessment districts.	Decreased	RFP to purchase energy will result in lower costs	\$922,956	4.36	\$986,847	\$986,847	\$0	\$0
Transportation & Engineering	Traffic Engineering	Computerized Traffic Control System	2	This program maintains and updates the City's copper and fiber optic interconnect system. This program includes Traffic Engineering staff time as well as staff from other City agencies that are tasked with making timing changes, connections to the new and existing systems. This program upgrades or replaces system specific hardware and software required to keep the system in operation. The program aims to maintain an interconnected and responsive traffic signal system.	No Change		\$75,207	0.94	\$94,001	\$94,001	\$0	\$0
Transportation & Engineering	Traffic Engineering	Curb Control Signage & Evaluation	3	This program evaluates and signs curbs areas (parking, truck loading, bus stops, valet, taxi zones, etc.) to balance needs of adjacent businesses, residents, and the traveling public.	No Change		\$171,469	1.99	\$213,425	\$213,425	\$0	\$0
Transportation & Engineering	Traffic Engineering	Gas Street Lights	4	This program is responsible for the management of the contract for gas light maintenance and input into the City's outsourcing of natural gas supplier.	No Change		\$699,730	0.49	\$773,341	\$773,341	\$0	\$0
Transportation & Engineering	Traffic Engineering	LED Traffic and Pedestrian Signal Replacement	3	This program replaces incandescent traffic and pedestrian signals with energy efficient and longer life LED style sources. Program includes replacement of the complete signal or retrofit existing units if practical. The program replaces costly incidental hardware that is no longer serviceable or cannot be reused for the new signals.	No Change		\$104,284	1.67	\$127,483	\$112,483	\$15,000	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Traffic Engineering	Maintenance of Traffic	3	This program is responsible for the design, review and supervision of traffic control services that include event and construction maintenance of traffic and detours.	Under Review	Traffic Signal Cost Sharing with adjacent jurisdictions	\$77,141	0.87	\$93,684	\$93,684	\$0	\$0
Transportation & Engineering	Traffic Engineering	Street Lights	2	This program is responsible for the design, rehabilitation and installation of non-assessed street lighting assets including 26,084 street lights, duct banks, and service points. Program staff also review street lighting systems designed and installed by developers and other City agencies. This program evaluates public requests for additional street lighting and coordinates service and new light requests for Duke owned street lights. Staff reviews billing and works to get the best possible rates and appropriate funds for energy and capital costs.	Decreased	RFP to purchase energy will result in lower costs	\$1,273,311	2.56	\$1,319,898	\$1,319,898	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Controls - Regulatory Signs and Markings	1	This program is responsible for the design, operation, and management of all signs, pavement markings, raised pavement markers, and other Ohio Manual of Uniform Traffic Control Devices (OMUTCD) approved on-street devices used to regulate, warn, or guide vehicular and pedestrian traffic on City streets.	No Change		\$580,090	6.66	\$715,899	\$715,899	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Signal Controller and Detector Upgrades	2	This program replaces obsolete and outdated traffic signal controllers and detectors that are at the end of their useful life. Due to the addition of equipment necessary for deployment of new technologies the city is currently undertaking, the city has begun the search for cabinets with additional interior space to accommodate interface equipment for video detection, fiber optic switches and new technologies such as rail detection and wireless receivers.	No Change		\$104,284	1.67	\$127,483	\$127,483	\$0	\$0

# Appendices

## Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Traffic Engineering	Traffic Signals Installation and Renovation	1	This program designs and installs traffic signals, audible devices, crosswalk and other overhead warning signs, illuminated signs, and school flashers. The program replaces equipment that is at the end of its useful life or that can no longer be maintained. There are currently 758 signalized intersections in the City. Program work also includes timing changes for traffic signals, and replacement or upgrade of equipment as required by the State of Ohio and Manual of Uniform Traffic Control Devices (OMUTCD) requirements. Program is also responsible for the replacement of incidental items to the traffic signal system construction including installation of roadway lighting, handicap ramps and crosswalk/ geometry changes.	No Change		\$781,804	2.74	\$865,093	\$865,093	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Studies	3	This program investigates and studies the flow of traffic by utilizing traffic count, accident information, and other techniques. In close coordination with the Public Services Department, this program evaluates traffic control mechanisms to promote transportation safety.	No Change		\$1	0.19	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation & Engineering	Transportation & Engineering -Public Record Management	4	This program manages the department's 96 record types (series) in accordance with the State of Ohio's Open Government Laws, including storing, indexing, archiving, retrieving, copying, and legally disposing.	No Change		\$5,017	0.09	\$6,372	\$6,372	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Bicycle & Pedestrian Planning & Studies	2	This program is responsible for the short- and long-term planning of the city's bicycle and pedestrian transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.09	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	City Architect Administration	A	This program oversees the administration and operation of the City's Transportation Planning and Urban Design.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$160,291	1.45	\$0	\$0	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Transportation Planning & Urban Design	Community Parking Lot Design	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support community parking lot improvement projects.	No Change		\$1	0.33	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Downtown and Neighborhood Gateways	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to downtown and neighborhood gateways and community identity features. These services are provided to improve the mobility, environment, and quality of life of Cincinnati's citizens, workers and visitors.	Eliminated	This program is no longer funded in the budget	\$78,484	1.79	\$158,118	\$158,118	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Graphic Design Services	4	This program provides professional graphic design and environmental design services to the departments projects as well as services to other City agencies such as the City Manager's Office, Finance Department, etc.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$66,409	2.21	\$117,196	\$117,196	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Rail Planning & Studies	3	This program is responsible for the short- and long-term planning of the city's rail transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$144,681	0.93	\$144,681	\$144,681	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Skywalks	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support skywalk improvement projects.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$78,492	1.72	\$158,118	\$158,118	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Street Calming	3	This program includes the management, coordination, and implementation of the street calming program using various types of street calming strategies.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$3,361	0.95	\$3,361	\$3,361	\$0	\$0



Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Transportation Planning & Urban Design	Streetscape Improvement	3	This program provides professional architectural and urban design, environmental graphic design, and project management services to support streetscape improvement projects, façade improvements, context sensitive infrastructure, and other public asset improvement projects.	No Change		\$65,881	3.40	\$128,576	\$128,576	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Traffic Study Analysis and design	2	This program coordinates with Traffic Engineering, Police, and ODOT for engineering solutions to transportation safety problems, which may include signing, signals, markings, and geometric design.	No Change		\$1	1.19	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Transportation Grant Management	A	This program is responsible for research, coordination, prioritization, application, and management of state and federal transportation grant opportunities. (Moved from regular program by department after program scoring)	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Vehicular Planning & Impact Studies	2	This program is responsible for the short- and long-term planning of the city's vehicular transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.19	\$1	\$1	\$0	\$0
Water Works	Non Departmental Accounts	Water Works Administration - Infrastructure & Client Support Services	A	Fixed Cost	Decreased	Shared services with Metropolitan Sewer District via Joint Utility Management .	\$3,854,831	30.48	\$1	\$1	\$0	\$0
Water Works	Non Departmental Accounts	Water Works Administration - IT Service Desk and Program Management Services	A	Fixed Cost	Decreased	Shared services with Metropolitan Sewer District via Joint Utility Management .	\$1,805,421	4.00	\$1	\$1	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Water Works	Billing System Processing, Payments, and Collections	4	This program is dedicated to billing, recording, and collecting all payments. Face to face customer contact is handled by the Billing Ops staff through the staffing of a walk-in pay station in the lobby of GCWW. In 2010, over 12,300 customers visited the GCWW facility to make payments. Billing operations is also responsible for the oversight of the mailing of bills. In 2010, 1,718,551 bills were mailed to GCWW customers.	Increased	New Billing & Customer Service Contracts	\$2,380,020	24.46	\$2,964,519	\$2,964,519	\$0	\$0
Water Works	Water Works	Client Services	3	This section manages the Department's client service partnerships through relationship building, care and communication with all business partners as well as new and renewal contract discussions, development, processing and maintenance. This section manages 32 retail, 10 wholesale and 11 standby water service contracts, 12 billing and contact center services contracts, 4 laboratory testing services contracts, 3 fire hydrant maintenance contracts, 2 distribution system operations and maintenance contracts and 4 water tower space lease agreements for cell phone providers.	Increased	New Billing & Customer Service Contracts	\$1,679,151	8.00	\$1,870,319	\$1,870,319	\$0	\$0
Water Works	Water Works	Customer Contact Center	3	The Customer Contact Center Section provides customer service through the Interactive Voice Response system & email correspondence. The Contact Center provides service to Cincinnati water customers as well as MSD and 12 other local jurisdictions through billing services and contact center services. Over 600,000 calls were received and nearly 6,000 emails were responded to in 2010. In addition, over 215,000 outbound automated calls were made to customers.	Increased	New Billing & Customer Service Contracts	\$2,700,400	34.79	\$3,531,745	\$3,531,745	\$0	\$0
Water Works	Water Works	Distribution - Maintenance & Repair	1	This program is responsible for the maintenance and repair of the water distribution system including underground 3,132 miles of water mains, service branches, main line and branch valves and appurtenances within the right-of-way. In 2010, the maintenance & repair section responded to over 1,270 leaks and breaks.	Increased	Pump Station Monitoring for MSD	\$5,195,512	80.22	\$7,452,067	\$7,452,067	\$0	\$0

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Water Works	Water Works	Distribution - Valve Section	1	The valve section is responsible for the operation and preventative maintenance of the 34,146 main line valves in the distribution system.	No Change		\$2,567,061	46.14	\$3,864,960	\$3,864,960	\$0	\$0
Water Works	Water Works	Distribution Support Services	1	Support Services section is responsible for the installation, maintenance and repair of nearly 12,000 fire hydrants within the City of Cincinnati, Village of Arlington Heights, Mason & Lincoln Heights.	No Change		\$7,544,370	10.00	\$7,825,666	\$7,825,666	\$0	\$0
Water Works	Water Works	Engineering - Plant Facilities Unit	1	Plant Facilities Section is responsible for the engineering aspects of above ground facilities including treatment plants, pump stations and storage tanks. Also maintains plant facility records and plant accounting/fixed assets.	No Change		\$431,831	7.00	\$680,084	\$680,084	\$0	\$0
Water Works	Water Works	Engineering - System Facilities Unit	1	The System Planning and Modeling team is responsible for developing the distribution system short and long range plans for the Utility by using hydraulic water models in the support of system expansion and analysis.	No Change		\$4,534,231	85.96	\$7,842,061	\$7,842,061	\$0	\$0
Water Works	Water Works	FIXED COST - Water Works Debt Service	F	Manages debt service of the agency.	No Change		\$41,140,040	0.00	\$41,140,040	\$41,140,040	\$0	\$0
Water Works	Water Works	Meter Reading & New Account	3	This section is responsible for obtaining meter readings for the 241,000 accounts billed by GCWW and for setting up new services in the billing system after the branch connection has been inspected.	No Change		\$450,410	7.00	\$617,683	\$617,683	\$0	\$0
Water Works	Water Works	Premise Services & Delinquent Service Orders	3	This program is responsible for performing field maintenance on small meters, obtaining scheduled and final meter readings and turning water service on/off at customer premises for payment/policy enforcement or due to customer request. In 2010, this section completed nearly 106,000 service orders.	No Change		\$2,069,900	18.00	\$2,500,030	\$2,500,030	\$0	\$0
Water Works	Water Works	Premise Support Services	1	This section is responsible for coordinating the specialized investigation of reported water leaks, vandalism, and system tampering; ensuring backflow code compliance; and issuance of temporary use permits for construction purposes.	No Change		\$274,130	4.00	\$369,714	\$369,714	\$0	\$0
Water Works	Water Works	Supply - Facility, Equipment, and Infrastructure Maintenance	1	This program is responsible for the preventative, predictive and reactive maintenance for the plants, pump stations, elevated storage tanks and building facilities. Electrical, mechanical and physical plant maintenance is included.	No Change		\$9,837,821	93.02	\$12,060,636	\$12,060,636	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Water Works	Supply - Operations	1	This program is responsible for the 24/7 operation of 2 treatment facilities including a granular activated carbon contacting facility, an on-site multiple hearth furnace thermal regeneration facility, 24 unmanned pump stations, 33 water storage facilities and multiple building facilities. The treatment plants deliver close to 50,000 million gallons of water to the distribution system. <u>The security program is responsible for security of GCWW water and facilities.</u>	Reorganized	Security unit moved from Internal Business Services to Supply - Operations	\$10,147,550	0.00	\$10,147,550	\$10,147,550	\$0	\$0
Water Works	Water Works	Supply - SCADA	1	The SCADA (Supervisory Control and Data Acquisition) section is responsible for the 24 hour technical support of the graphical user interface and is responsible for programming all related remote field devices.	Increased	Pump Station Monitoring for MSD	\$3,670,301	48.00	\$4,817,313	\$4,817,313	\$0	\$0
Water Works	Water Works	Water Meter Auxiliary Services	3	This program is responsible for testing, maintaining, inspecting & replacing large meters as well as testing small meters.	No Change		\$626,100	9.00	\$841,165	\$841,165	\$0	\$0
Water Works	Water Works	Water Quality - Distribution System	1	This program is responsible for water quality activities throughout the distribution system. Monitoring, studies and research are conducted to ensure that the high quality of water produced at the two treatment plants is maintained through the distribution system to the customer's tap at an optimized cost. This section is also responsible for the performance of sophisticated analyses covered under the microbiological, organic, and inorganic analytical programs as well as contracted lab services. In 2010, there were 123,000 analyses performed for compliance and operations; 96,000 for operational purposes and 27,000 for regulatory requirements.	No Change		\$2,399,970	19.40	\$2,863,554	\$2,863,554	\$0	\$0
Water Works	Water Works	Water Quality & Treatment	1	This program is responsible for the daily water quality and treatment and source water protection activities for the two water treatment plants and for source water protection of the Mason Water Treatment Plant. This section also performs applied research projects to improve water quality and optimize costs at the treatment plants.	No Change		\$6,943,030	20.65	\$7,436,485	\$7,436,485	\$0	\$0

Appendix A: Priority-Driven Budgeting Program Status

Department	Agency/ Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Water Works	Water Works Administration - Fleet Maintenance	A	Manages procurement, management, disposal and maintenance of fleet vehicles and motorized equipment. There are 400 pieces of equipment and motorized vehicles in GCWW's fleet that is managed by this section.	No Change		\$223,940	2.00	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Administration - Internal Business Services	A	The Business Services Section is responsible for personnel management, securing financing for the Capital Program, accident prevention and safety programs for all GCWW employees and for insuring compliance with all City, State & Federal requirements concerning occupational safety and health. The accounting staff handles the budgeting, disbursements, and financial record keeping of the entire Department.	Reorganized	Security unit moved from Internal Business Services to Supply - Operations. Human Resources were centralized into this program from multiple programs. Multiple positions were eliminated due to efficiencies in Joint Utility Management.	\$5,967,370	38.40	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Administration - Inventory Program / Storerooms	A	This program is dedicated to managing the Department's central support services including managing inventory at multiple locations. This program operates 7 storerooms that house general supplies, treatment chemicals, parts for GCWW equipment and the pipe yard.	No Change		\$729,500	11.00	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Distribution Administration	A	Administration is responsible for the oversight of the Division's CIP, Risk Management, Budget & Dispatch functions.	No Change		\$577,279	8.64	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Engineering - Administration	A	This program is responsible for the administration of the 6-year CIP; design and construction of water mains including inspection, survey and field investigations and contract administration.	No Change		\$1,075,430	0.00	\$0	\$0	\$0	\$0
		Grand Total					\$972,677,358	5762.26	\$972,676,152	\$920,623,247	\$52,778,273	\$9,731,267



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Appendix B: The Community Priority Request Disposition Report

Neighborhood	Community/Request	Req. Ongoing	Recommended	CY 2013	CY 2014	Total	Department	Comment
Camp Washington								
1	Improve "Welcome to Camp Washington" signage in the business district.	No	No	\$20,000	\$0	\$20,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
2	Help neighborhood development corporation complete renovation of two apartment buildings at 3068 Henshaw Ave and 3206 Colerain Ave.	No	No	\$400,000	\$0	\$400,000	Community Development	Community Development has a process to fund these projects. The Notice of Funds Available (NOFA) should be used in order to ascertain whether this project should be funded. The NOFA has typically been done twice a year but in 2012 it will only be done once in the Fall. Camp Washington Community Board would be required to submit a full application with detailed financial information. The City provides gap financing.
3	Eliminate the basketball court at the recreation center at 1201 Stock Street and replace with a community garden.	No	No	\$15,000	\$0	\$15,000	Recreation	CRC recommends increased police patrols and reduced court lighting as an alternative to removing the basketball courts. Where possible recreation seeks to maintain a variety of community recreation resources to serve a mixed community of users.
Clifton								
1	Repaint utility boxes to mimic the cover art of literary classics.	No	No	\$5,000	\$0	\$5,000	Transportation and Engineering	Paint should be brushed, (no airborne propellants i.e.: aerosol), that may be sucked into cabinet and possibly clogging vents or damaging equipment. Do not paint over door seals, key holes or any vent openings. It should be noted that the controllers are shipped with anti-vandal coating yet are still susceptible to vandalism by paint and markers. While vandal proof coating is specified in this request, it does not guarantee that artwork will not be subject to graffiti. A list of proposed locations must be submitted and approved by the Division of Traffic Engineering prior to painting the cabinets.
2	Add pedestrian crossing signage, a crosswalk, and a pedestrian island at the intersection of Jefferson and Brookline.	No	No	N/A	\$0	\$0	Transportation and Engineering	Pete Schneider has requested a new crosswalk on Jefferson Ave @ Brookline Ave in anticipation of increased pedestrian crossings due to the relocated library branch. Staff spoke to Ray Hills, with the Public Library (Facility Management), who stated the funding is not currently in place for the renovation. The branch opening is at least 1 or 2 years away. When or if the branch opens, the Division of Traffic Engineering will perform traffic counts during the busiest periods of the day. If the hourly volume approaches 50 pedestrians, a work order will be issued to install a new striped crosswalk with an overhead sign. We will also determine if a painted pedestrian refuge island is necessary due to the width of Jefferson Avenue. No further action is necessary at this time.
3	Add flexible/breakaway traffic control devices to separate right turn only and thru lanes from Clifton Ave northbound to Woolper.	No	No	N/A	\$0	\$0	Transportation and Engineering	Pete Schneider, representing the Clifton Community, has requested vertical lane separator devices on northbound Clifton Avenue between McAlpin and Woolper. He stated drivers regularly use the mandatory right turn lane to speed past the queue of traffic. The attached photo indicates that an overhead right turn only sign and a side mounted "Right Lane Must Turn Right" sign are in place. The vertical lane separators that the City currently has installed are typically used for right turns from off ramps, where traffic does not stop (Mitchell @ SB I-75, Phyllis @ Beechmont). The narrow 9 feet wide lane on this section of Clifton Avenue prohibit the use of the devices on the road. There was only one accident listed since 2004 that involved a driver improperly using the right turn lane to speed around through. No action is recommended at this time.
Corryville								
1	Replace perimeter fencing around Corryville Recreation Center.	No	No	\$65,000	\$0	\$65,000	Recreation	CRC has developed a master plan for the recreation area which the community is to raise funds for. Estimated cost to replace it is \$15,000. There currently are no funds available to do any fence work at the site.
CUF								
1	Improvements to Fairview Swimming Pool.	No	Yes	\$900,000	\$0	\$900,000	Recreation	The pool is in poor condition and needs to be renovated to bring it up to current codes. If funds are approved, the requested items would be part of the pool renovation. CRC has requested an additional \$900,000 to do this work.
2	Improvements to Fairview Park.	Yes	No	N/A	\$0	\$0	Parks	Parks is supportive of new signs at the park entrance and exit to improve wayfinding and will include these costs in the Infrastructure budget. We would be open to adding landscape if the community were to provide or fund the maintenance.
3	Improvements to Bellevue Park.	No	No	N/A	\$0	\$0	Parks	No water source in vicinity of the park entrance or overlook, and budget support is not available to provide new waterlines. Additional landscape, therefore, at these locations is not recommended.
Downtown								
1	Path to the Taft project for beautification and increased safety for residents and visitors.	No	Yes	\$10,000	\$10,000	\$20,000	Transportation and Engineering	TPUD can design this pathway including walkways, lighting, wayfinding signage and, potentially, steps with the help of the Structures Section. Due to issues, it is advisable to design the pathway first within an agreed to construction cost.
2	Pedestrian wayfinding system.	No	Yes	\$20,000	\$20,000	\$40,000	Transportation and Engineering	The City has a new downtown pedestrian wayfinding system that will be implemented this year and continue for the next few years. This design can be designed to add more specialty options as noted within this CPR in the future.
3	Piatt Park Electrical System Repair and Refurbishing.	Yes	Yes	TBD	\$0	TBD	Parks	Upgrades to the electric and lighting system at Piatt Park are recommended.
East Walnut Hills								
1	Design, installation, and watering of seasonal floral displays in existing pots.	No	No	\$9,200	\$0	\$9,200	Parks	Operating budget support for the maintenance of neighborhood flower pots is not available.

Appendix B: The Community Priority Request Disposition Report

Neighborhood	Community/Request	Req. Ongoing	Recommended	CY 2013	CY 2014	Total	Department	Comment
East Price Hill								
1a	Tree trimming on Elberon Avenue.	No	No	N/A	\$0	\$0	Parks	This isn't recommended due to unstable hillside & erosion issues. In addition, to proceed would require a geotechnical study, erosion control plan, & community meeting with affected residents.
1b	Erosion control on Elberon Avenue.	Yes	No	\$15,600	\$0	\$15,600	Transportation and Engineering	This landslide area was hydroseeded in June 2012. Wall Stabilization and Landslide Correction Program funds 03609 (2009) and 10332 (2011) were used to fund the project.
1c	Reconstruction of McPherson Avenue.	Yes	No	\$300,000	\$0	\$300,000	Transportation and Engineering	DOTe has added the rehabilitation of McPherson to our 2012 Street Rehabilitation Program. The estimated cost of this work is approximately \$165,000.
1d	Reconstruction of Bassett Street.	Yes	No	\$100,000	\$0	\$100,000	Transportation and Engineering	We have added the paving work to our 2012 Street Rehabilitation Program. The estimated cost of this work is approximately \$100,000.
1e & Tf	Street repair on Warsaw.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	DOTe will evaluate making the necessary pavement repairs at both locations via the City's Spot Repair project.
2	Upgrades to Wilson Commons Park.	No	No	N/A	\$0	\$0	Parks	Improvements not recommended at this time. Funds are not available for construction, ongoing maintenance or additional utilities. Parks will reconsider request(s) should funds become available in the future.
3	Recreation upgrades.	No	Yes	\$500,000	\$0	\$500,000	Recreation	A master plan for the Price Hill Recreation Complex is currently being designed. Construction is planned to start in the fall of 2013 and be completed in the summer of 2014. 2012 funds will be used for this project as well.
Evanston								
1	Restore or replace clock.	No	No	N/A	\$0	\$0	Cincinnati Recreation Commission	The power was turned back on; the time was corrected, a light bulb replaced and photocell tested. There are currently no funds available to install a new clock, maintenance on the clock was performed and it is operating.
2a	Paving of streets.	Yes	No	\$1,400,000	\$0	\$1,400,000	Transportation and Engineering	This would be funded through the Street Rehabilitation Program. DOTe has evaluated all streets in CPR with an estimated total of \$1.4 million to complete the work.
2b	Sidewalks and curbs.	No	No	N/A	\$0	\$0	Transportation and Engineering	Property owners will be responsible to replace. They have been sent a "courtesy letter". If not completed by property owners, City will have the work completed and bill them.
3	Crosswalks clearly marked.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	Public Services is funded to repaint pavement markings. DOTe Traffic Engineering staff has investigated this request and will prepare work orders and other documentation for Public Services to repaint appropriate crosswalks in the neighborhood.
Hartwell								
1	Curb and stormwater drainage.	No	Yes	\$100,000	\$0	\$100,000	Metropolitan Sewer District	SMU is budgeting for a comprehensive study of the area to determine the best way to address the stormwater drainage in this area.
2	Deterrents to prevent vehicles from driving on sidewalk.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	A work order will be issued to change the yellow object marker sign on the southeast end of the circle to a red end of road sign. A second red of road sign will be added next to the sidewalk to shorten the width at the sidewalk entrance.
3	Metal traffic light poles to be repainted.	No	No	N/A	\$0	\$0	Public Services	The estimated cost for painting the Traffic Strain poles at the intersection of Vine and Galbraith would be \$662.40.
Hyde Park								
1	Reframing and reinstallation of Hyde Park History Panels.	Yes	Yes	TBD	\$0	TBD	Parks	The bicentennial history sign can be installed in Hyde Park Square. Recommended.
2	Permanent playground equipment in Madison Park.	No	No	N/A	\$0	\$0	Parks	Requested improvements not recommended. Two playgrounds in very close proximity. Park is intended to be natural area without benches, picnic tables, etc. Parks operating budget insufficient for current maintenance requirements.
3	Solar Powered Trash Compactors at Hyde Park Square.	No	Yes	\$150,000	\$0	\$150,000	Public Services	The new trash receptacles will replace the old trash receptacles. The costs of each new trash receptacle & Big Belly solar trash compactor are approx \$500 & \$5,000, respectively. The # of & location will be determined based upon a needs assessment.
Kennedy Heights								
1	Kennedy Avenue from Corporation Boundary to Montgomery Road.	Yes	No	\$250,000	\$0	\$250,000	Transportation and Engineering	Kennedy from Montgomery to Aikenside was last rehabbed in 02 & is currently rated in "good" condition & is not scheduled for rehab at this time. Kennedy from Aikenside to the Corp Line is currently rated "fair" & will be given high priority.
2	Montgomery Road Streetscape between McHugh and Tyne.	No	No	N/A	\$0	\$0	Economic Development	As a viable option EDD does offer funding for streetscapes through the NBDIP that allows for a competitive review and funding process of proposed projects.
Mt. Adams								
1	Ambassador Program in partnership with DCI.	No	No	\$30,000	\$0	\$30,000	Economic Development	DCI uses funds it receives from the downtown Special Improvement District (SID) to run the Downtown Ambassadors program. Special Improvement Districts are designated zones within which services can be provided above and beyond the level currently offered by local government and SID's can be created in any area of the city. For help learn about how to create a SID contact the Economic Development Division of the City Manager's Office.



Appendix B: The Community Priority Request Disposition Report

Neighborhood	Community/Request	Req. Ongoing	Recommended	CY 2013	CY 2014	Total	Department	Comment
2	Renovate building attached to Mt. Adams Pool.	No	No	N/A	\$0	\$0	Recreation	This is a small facility with limited potential for recreation programming. This is not part of the approved six year capital plan and there currently are no funds to do this project.
Mt. Airy								
1	Security cameras for the business district.	No	No	N/A	\$0	\$0	Police	CPD would like to continue expansion of the public safety cameras and supports cameras in this neighborhood when funding is available. No capital budget target and no grant funds currently available. Will continue to seek grant funding.
2	Improve business facades by offering matching funds for replacing awnings, etc.	No	No	N/A	\$0	\$0	Economic Development	The Mt. Airy Business District may apply for funding through the annual NBDIP grant funding process.
3	Need more lighting in the business district.	No	No	N/A	\$0	\$0	Transportation and Engineering	Staff Spoke to Ms. Walsh on 6/12/2012. Her concern is the parking lot behind the businesses. The DOTE lighting programs and projects are for lighting the public right-of-way. Private parking lot lighting is not funded by DOTE or the City.
Mt. Auburn								
1	Study and reconfigure intersection of Auburn and Dorchester.	No	Yes	\$10,000	\$10,000	\$20,000	Transportation and Engineering	This may require a year long process to research, study and collaborate with the community to achieve the goal workable for everyone. The design funding will cover preliminary design.
2	Repair public stairs between Highland (at Liberty Hill) to Reading.	Yes	No	\$150,000	\$0	\$150,000	Transportation and Engineering	Currently funded and involves complete removal and replacement of stairway. Design plans, specifications and estimate have been completed. The project is expected to be sent to the Purchasing Division by the end of July 2012.
3	New decorative lighting on Sycamore Hill between Liberty and Auburn.	No	No	\$150,000	\$0	\$150,000	Transportation and Engineering	The existing lighting meets the City Standard for street lighting on Sycamore from Liberty to Auburn. There is no program, project, or fund established for the installation of decorative lighting of residential land use areas such as this.
Mt. Washington								
1	Replacement of chainlink fence on retaining wall along Beechmont with a more attractive one + wall stabilization and landslide correction.	Yes	Yes	\$30,000	\$320,000	\$350,000	Transportation and Engineering	The Structural Engineering Section recommends the implementation of this project using funds from the Wall Stabilization & Landslide Correction Program. City engineers and architects can work with community representatives to determine the appropriate design. Design can begin in late 2012 through 2013 with construction budgeted for 2014.
2	Improvement of Glade Avenue (curbs, storm sewers, sidewalks, widening).	No	No	\$1,800,000	\$0	\$1,800,000	Transportation and Engineering	The requested work is not included in any of DOTE's funding programs. The requested work is estimated to be \$1.8 million. However, DOTE has scheduled for paving rehab on Glade in 2013, estimated at \$150,000.
3	Complete rehab on 19 streets.	Yes	No	\$200,000	\$0	\$200,000	Transportation and Engineering	The Street Rehabilitation Program will be working in Mt. Washington during the 2013 Program Year. The total cost rehab all of the streets listed in this CPR is estimated to be approximately \$1.7 million.
North Avondale / Avondale								
1	Street repair/rehabilitation on Glenwood Avenue.	Yes	No	\$216,000	\$0	\$216,000	Transportation and Engineering	This section of Glenwood Avenue has been added to our 2012 Street Rehabilitation Program.
2	Increase walkability on Reading Road corridor.	No	No	\$323,000	\$0	\$323,000	Economic Development	EDD has the NBDIP that allows for a competitive review and funding for this type of work. North Avondale may apply for funding in phases as other business districts have done in years past.
3	Install surveillance cameras at intersection of Reading and Clinton Springs and Burton and Reading.	No	No	N/A	\$0	\$0	Police	CPD would like to continue expansion of the public safety cameras and supports cameras in this neighborhood when funding is available. No capital budget target and no grant funds currently available. Will continue to seek grant funding.
Northside								
1	Update Northside Land Use Plan.	No	Yes	\$30,000	\$0	\$30,000	City Planning and Buildings	City Planning will work with the Northside neighborhood in updating their Land Use Plan in 2013.
2	Gateway signage to Northside.	No	No	\$10,000	\$40,000	\$50,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
3	Basketball courts by McKie Recreation Center.	No	No	\$40,000	\$0	\$40,000	Recreation	The current basketball court will re-open in October 2012 when the McKie Rec Center renovation work is complete. No funds or property is available to add an additional basketball court currently.
Over-the-Rhine								
1	Gateways and connections for OTR Rec Center and Findlay Park.	No	No	\$6,000	\$24,000	\$30,000	Transportation and Engineering	The desire of this proposal and the locations noted complicate the request as DOTE's work is generally restricted to the ROW. This project is not recommended at this time.
2	Make Liberty Street a "complete street" to be conducive to new business and residential development.	No	Yes	\$20,000	\$0	\$20,000	Transportation and Engineering	This request coincides with the City's current Comprehensive Plan. Complete Streets and Livable Communities are cornerstones of this proposed plan. This was also the subject of a May 8, 2012 City Council motion.
3	Develop and install signage to mark an urban trail system for Cincinnati's brewing heritage.	No	No	\$15,000	\$65,000	\$80,000	Transportation and Engineering	DOTE can design Brewery Heritage Trail to coordinate w/ Graphics' downtown wayfinding system. Maintenance & replacement funding must be ID'd prior to project beginning construction. Funding is not available at this time.
Pendleton								

Appendix B: The Community Priority Request Disposition Report

Neighborhood	Community/Request	Req. Ongoing	Recommended	CY 2013	CY 2014	Total	Department	Comment
1	Decorative street name signage as part of the casino development.	No	Yes	\$25,000	\$0	\$25,000	Transportation and Engineering	The request for decorative street name signs meets the desires of the OTR plan. They have been used in numerous OTR ROW projects and they are presently scheduled for installation on a few streets in Pendleton this year.
2	Install Ohio Historical Society Historic Markers in several historic locations in neighborhood.	No	No	\$14,500	\$0	\$14,500	Transportation and Engineering	Funding for this request is typically by the applicant. DOTE has reduced costs for these requests by producing standard stamped engineered drawings to help with the ROW permits.
Pleasant Ridge								
1	Shared bike lanes on Woodford Road.	No	No	N/A	\$0	\$0	Transportation and Engineering	DOTE is currently working with the Community Council to design a bicycle lane or lanes for Ridge between Mapleleaf and the Rec Center to the north.
2	Gateway on Ridge Road.	No	No	\$15,000	\$0	\$15,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
3	New nets for Pleasant Ridge Recreation Center tennis courts.	No	No	N/A	\$0	\$0	Recreation	A CRC maintenance work order has been entered to have the new tennis nets installed. They will verify if the nets need to be replaced. The tennis courts are not part of the Pleasant Ridge Pool renovation project.
Riverside								
1	Community gateway signage on east and west boundaries of neighborhood.	No	No	\$15,000	\$15,000	\$30,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
2	Completion of drainage swales on Hillside Avenue.	Yes	Yes	\$100,000	\$100,000	\$200,000	Metropolitan Sewer District	SMU is currently using approved funds to design facilities for all remaining locations along Hillside Avenue in Riverside. The intent is to use the allocated capital funds to complete as much of the project as possible in the next two years and use operating funds to complete any remaining sections as funds become available.
3	Repairs to the 4000 block of Hillside Avenue.	Yes	No	\$10,000	\$0	\$10,000	Transportation and Engineering	We have field verified the problem area of pavement. We will have our Public Services/Traffic & Road Operations crews perform some extensive pavement patching work at this location this year in order to eliminate the sudden break in pavement across the roadway. This work will be included in the 2012 Spot Infrastructure Repair project. Additionally, our Geotechnical Section will investigate a long-term repair strategy for this area. We will obtain test borings of the area and continue to monitor the hillside movement.
Sedamsville								
1A	Right-of-way improvements including a tree plan, better lighting, speed humps, and angled parking.	No	Yes	\$20,000	\$0	\$20,000	Transportation and Engineering	The request is for right-of-way improvements including a tree plan to create a boulevard effect, better lighting, speed humps and angled parking. Some of these requests fall outside of TPUDS' role but we can help coordinate this comprehensive request. TPUD has a preliminary plan for River Road enhancements and these requests will be reviewed within that context. TPUD recommends collaborating with Urban Forestry to design the boulevard. Funding will be used to study the feasibility of the list of project components included in the CPR. The street calming request will be referred to the Transportation Planning section. The increased parking request can be reviewed by TPUD on a preliminary level as existing street widths dictate the potential for the angled parking request. Increased lighting will be reviewed with our Department's Traffic Engineering Division. Funding for now should be for design and possible boulevard effect construction. Further construction funds cannot be determined without the study.
1B	Slippage retention on streets.	No	No	\$5,000	\$0	\$5,000	Transportation and Engineering	Construction of a retaining wall(s) can be included in the 2014-15 Wall Stabilization and Landslide Correction Program if an overall streetscape improvement is planned and implemented. Landslides which have a direct impact on traffic have greater priority over these locations for program funding. The cost to design and construct a retaining wall at Steiner and River Road is estimated at \$175,000. Additional walls along Steiner, Delhi and Sedam are estimated at approximately \$75,000. Suggest the possibility of a City sponsored neighborhood cleanup program to correct much of the vegetation and soil encroachment onto the streets and sidewalk. TROD or private excavation equipment (backhoe, bobcat, dump truck) would be needed.
2	Improvements to Bold Face Pumping Station	No	Yes	\$5,000	\$0	\$5,000	Metropolitan Sewer District	This is a part of MSD operating funds to maintain and operate public owned pump stations throughout MSD service area. The intent is to use the allocated operating funds to do some minor enhancements to the pump station such as fencing and shrubbery. The pump station is currently scheduled to be eliminated in 2016.
3	Splash pad connected to the shelter house.	No	No	\$350,000	\$0	\$350,000	Recreation	In 2009, a master plan for Boldface park as developed for the community. Per community request it included installation of a splash pad and multi-use pad. The current Recreation Department six year capital plan (2013-18), which was approved by the commission and presented to council, does not have this project as part of the plan. There currently are no funds to do this project.
South Cumminsville								
1	Improved infrastructure to encourage residential development.	Yes	No	\$10,000	\$0	\$10,000	Transportation and Engineering	DOTE will evaluate the several streets in the Borden Street Corridor Revitalization Project area for possible curb repairs. Sidewalk repairs are the responsibility of the property owner.
2	Fiber optic cable installation.	No	No	N/A	\$0	\$0	Economic Development	There are not currently resources or programs in place to assist with this CPR.

Appendix B: The Community Priority Request Disposition Report

Neighborhood	Community/Request	Req. Ongoing	Recommended	CY 2013	CY 2014	Total	Department	Comment
3	Wayne Field improvements.	No	No	N/A	\$0	\$0	Recreation	The current Recreation Department six year capital plan (2013-18), which was approved by the commission and presented to council, does not have these projects as part of the plan. There currently are no capital funds to do these projects. The current aquatics plan does not call for expansion of the aquatic facilities.
Spring Grove Village								
1	Gateway entrance sign.	No	No	\$40,000	\$0	\$40,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
Walnut Hills								
1	Two gateway entrance signs in median of Gilbert Avenue near Elsinore.	No	No	\$30,000	\$0	\$30,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
Westwood								
1	Landscaping and maintenance of three traffic islands.	No	No	\$6,400	\$0	\$6,400	Parks	Improvements not recommended at this time. Funds are not available for construction, ongoing maintenance or additional utilities. Parks will reconsider request(s) should funds become available in the future.
2	Lighted signage for Westwood Town Hall.	No	No	\$34,700	\$0	\$34,700	Recreation	The current CRC six year capital plan (2013-18) does not have this project. There currently are no capital funds to do this project. If private funding is raised and used to install a new sign, CRC will work with the community to get one installed.
3	Replacement of advertising bus benches with more attractive benches.	No	Yes	\$100,000	\$0	\$100,000	Transportation and Engineering	DOTe has followed the removal procedures as established by the Law Department and have notified the appropriate bench owners. Last December, City Council removed the existing funding established for use in the enforcement of the removal orders. Will request funding again in the 2013 budget.



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**Department Position Schedule  
Changes In Positions by Classification (2013-2015)**

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
<b>City Council</b>			
Council Assistant	18.00	18.00	18.00
Council Member	9.00	9.00	9.00
Total	27.00	27.00	27.00
<b>Office of the Mayor</b>			
Council Assistant	7.00	7.00	7.00
Mayor	1.00	1.00	1.00
Total	8.00	8.00	8.00
<b>Clerk of Council</b>			
Chief Deputy Clerk of Council	1.00	1.00	1.00
Clerk of Council	1.00	1.00	1.00
Deputy Clerk	5.00	5.00	5.00
Total	7.00	7.00	7.00
<b>City Manager</b>			
Administrative Specialist	6.00	7.00	7.00
Administrative Technician	2.00	6.00	6.00
Assistant to the City Manger	1.00	1.00	1.00
Assistant City Manager	2.00	2.00	2.00
Budget & Evaluation Manager	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Clerk Typist 2	-	6.00	6.00
Clerk Typist 3	2.00	2.00	2.00
Computer Programmer/Analyst	-	1.00	1.00
Computer System Analyst	-	0.75	0.75
Contract Compliance Officer	1.00	1.00	1.00
Contract Compliance Specialist	2.00	2.00	2.00
Development Manager	1.00	-	-
Development Officer 4	2.00	-	-
Director of Communications	1.00	1.00	1.00
Division Manager	1.00	-	-
Economic Development Director	1.00	-	-
Emergency 911 Operator	-	34.00	34.00
Emergency Communications Assistant Manager	-	2.00	2.00
Emergency Communications Manager	-	1.00	1.00
Emergency Services Dispatcher Supervisor II	-	2.00	2.00
Emergency Services Dispatch Supervisor	-	14.00	14.00
Environmental Programs Manager	1.00	1.00	1.00
Environmental/Safety Specialist	2.00	2.00	2.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Finance Manager	-	1.00	1.00
Information Technology Assistant Manager	-	1.00	1.00
Operator and Dispatcher	-	65.00	65.00
Retirement Director	-	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Senior Administrative Specialist	6.00	4.00	4.00
Senior Community Development Analyst-EXM	8.00	-	-
Senior Computer Programmer/Analyst	-	1.00	1.00
Senior Contract Compliance Specialist	1.00	1.00	1.00
Senior Development Officer	1.00	-	-
Senior Environmental/Safety Specialist	1.00	1.00	1.00
Senior Management Analyst	7.00	7.00	7.00
Supervising Management Analyst	3.00	4.00	4.00
Video Production Specialist	2.00	2.00	2.00
<b>Total</b>	<b>57.00</b>	<b>176.75</b>	<b>176.75</b>
<b><u>Citizen Complaint and Internal Audit</u></b>			
Administrative Specialist	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
CCA Director	1.00	1.00	1.00
Chief Investigator	1.00	-	-
Internal Audit Manager-EXM	-	1.00	1.00
Investigator	2.00	2.00	2.00
Senior Internal Auditor	3.00	3.00	3.00
Supervising Management Analyst	1.00	-	-
<b>Total</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>
<b><u>Enterprise Services</u></b>			
Accountant	1.00	1.00	1.00
Administrative Technician	1.00	1.00	1.00
Assistant Supervisor of Parking Services	1.00	1.00	1.00
Clerk Typist 3	1.00	1.00	1.00
Municipal Worker	2.85	2.80	2.80
Parking Attendant	6.00	5.00	5.00
Parking Enforcement Officer	10.00	10.00	10.00
Parking Enforcement Officer & Meter Inspector	6.00	6.00	6.00
Parking Meter Collector	4.00	4.00	4.00
Parking Operations-Crew Leader	1.00	1.00	1.00
Parking Superintendent	1.00	1.00	1.00
Supervising Management Analyst	1.00	1.00	1.00
Utility Laborer	1.00	1.00	1.00
<b>Total</b>	<b>36.85</b>	<b>35.80</b>	<b>35.80</b>
<b><u>Enterprise Technology Solutions</u></b>			
Accountant	1.00	1.00	1.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Administrative Specialist	3.00	3.00	3.00
Administrative Technician	1.00	1.00	1.00
Clerk Typist 3	1.00	1.00	1.00
Communications Supervisor	1.00	1.00	1.00
Computer System Analyst	39.00	35.55	34.55
Data Control Technician	1.00	1.00	1.00
Information Technology Assistant Manager	15.00	16.00	16.00
Information Technology Coordinator	3.00	3.00	3.00
Information Technology Manager	3.00	4.00	4.00
Radio Operator-Technician 2	5.00	5.00	5.00
Regional Computer Center Assistant Manager	1.00	-	-
Regional Computer Center Director	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Senior Administrative Specialist	1.00	1.00	1.00
Senior Computer Programmer/Analyst	14.00	12.00	12.00
Senior Information Technology Coordinator	-	-	-
Supervising Management Analyst	2.00	1.00	1.00
Technical Systems Analyst	3.00	4.00	4.00
Telecommunication Specialist 2	3.00	3.00	3.00
<b>Total</b>	<b>99.00</b>	<b>94.55</b>	<b>93.55</b>
<b>Finance</b>			
Accountant	3.00	3.00	3.00
Accounting Technician 1	4.00	4.00	4.00
Accounting Technician 2	1.00	1.00	1.00
Accounting Technician 3	3.00	3.00	3.00
Administrative Specialist	7.00	7.00	7.00
Administrative Technician	3.00	3.00	3.00
Assistant Finance Director	1.00	1.00	1.00
Cashier 1	-	1.00	1.00
Clerk 2	4.00	3.00	3.00
Clerk 3	3.00	2.00	2.00
Clerk Typist 2	3.00	3.00	3.00
Clerk Typist 3	5.00	5.00	5.00
Environmental/Safety Specialist	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00
Finance Manager	5.00	5.00	5.00
Graphic Designer	1.00	1.00	1.00
Medical Assistant	2.00	2.00	2.00
Occupational/Safety Health Coordinator	1.00	1.00	1.00
Printing Services & Stores Manager	1.00	1.00	1.00
Public Health Nurse 2	2.00	2.00	2.00
Public Health Physician	1.00	1.00	1.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Reproduction Machine Operator 2	1.00	1.00	1.00
Reproduction Machine Operator 3	1.00	1.00	1.00
Senior Accountant	31.95	30.76	30.76
Senior Administrative Specialist	1.00	1.00	1.00
Senior Buyer	5.00	5.00	5.00
Senior Environmental/Safety Specialist	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	1.00
Supervising Accountant	6.00	6.00	6.00
Supervising Clerk	1.00	1.00	1.00
Supervising Management Analyst	2.00	2.00	2.00
<b>Total</b>	<b>102.95</b>	<b>100.76</b>	<b>100.76</b>
<b>Fire</b>			
Accounting Technician 2	1.00	1.00	1.00
Accounting Technician 3	2.00	2.00	2.00
Administrative Specialist	1.00	1.00	1.00
Administrative Technician	2.00	5.00	5.00
Assistant Fire Chief	5.00	4.00	4.00
Clerk 3	1.00	1.00	1.00
Clerk Typist 3	4.00	2.00	2.00
Computer System Analyst	2.00	2.00	2.00
Division Manager	1.00	1.00	1.00
Facility Maintenance Specialist	1.00	1.00	1.00
Fire Apparatus Operator - 96 Hour	163.00	163.00	163.00
Fire Captain	10.00	10.00	10.00
Fire Captain - 96 Hour	43.00	43.00	43.00
Fire Chief	1.00	1.00	1.00
Fire District Chief	8.00	8.00	8.00
Fire District Chief - 96 Hour	15.00	15.00	15.00
Fire Fighter	2.00	2.00	2.00
Fire Fighter - 96 Hour	393.00	393.00	393.00
Fire Lieutenant	9.00	9.00	9.00
Fire Lieutenant - 96 Hour	123.00	123.00	123.00
Fire Specialist	13.00	13.00	13.00
Information Technology Assistant Manager	1.00	1.00	1.00
Paramedic Coordinator	1.00	1.00	1.00
Paramedic Training Officer	12.00	12.00	12.00
Secretary	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00
Senior Administrative Specialist	2.00	2.00	2.00
Senior Computer Programmer/Analyst	2.00	2.00	2.00
Storekeeper	2.00	2.00	2.00
Supervising Clerk	1.00	-	-





Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Supervising Storekeeper	1.00	1.00	1.00
Truck Driver	1.00	-	-
Total	826.00	824.00	824.00
<b>Health</b>			
Accountant	1.00	1.00	1.00
Administrative Specialist	8.00	9.00	9.00
Administrative Technician	22.00	22.00	22.00
Asst Health Commissioner	1.00	1.00	1.00
Breast Feeding Peer Counselor	-	3.65	3.65
Building Maintenance Worker	1.00	1.00	1.00
Casework Associate	5.00	5.40	5.40
Clerk 2	7.00	9.00	9.00
Clerk Typist 2	6.00	4.00	4.00
Clerk Typist 3	6.00	6.00	6.00
Computer System Analyst	2.00	2.00	2.00
Customer Relations Representative	73.00	70.15	70.15
Dental Assistant	-	1.00	1.00
Dental Hygienist	3.00	3.00	3.00
Dentist	9.00	8.38	8.38
Dietitian	20.40	20.30	20.30
Division Manager	1.00	1.00	1.00
Environmental Services Director	1.00	1.00	1.00
Expanded Function Dental Assistant	1.00	1.00	1.00
Facility Maintenance Specialist	1.00	1.00	1.00
Health Commissioner	1.00	1.00	1.00
Health Counseling Supervisor	2.00	1.00	1.00
Health Counselor	3.00	5.00	5.00
Health Programs Manager	3.00	4.00	4.00
Home Health Aide	2.00	2.00	2.00
Information Technology Coordinator	2.00	2.00	2.00
Laborer	1.00	1.00	1.00
Litter Control Officer	5.00	5.00	5.00
Medical Assistant	11.00	12.00	12.00
Medical Director	1.00	1.00	1.00
Nurse Practitioner	6.30	7.10	7.10
Nursing Director	1.00	1.00	1.00
Nursing Supervisor	9.00	8.00	8.00
Parks/Recreation Program Leader	5.00	-	-
PEAP Coordinator	1.00	1.00	1.00
Pharmacist	6.00	5.80	5.80
Pharmacy Director	1.00	1.00	1.00
Pharmacy Technician	8.00	8.00	8.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Physician Specialist	1.00	-	-
Public Health Consultant	3.68	3.68	3.68
Public Health Educator	1.80	1.80	1.80
Public Health Internist	3.83	4.00	4.00
Public Health Nurse 2	71.30	72.85	72.85
Public Health Nurse 3	11.80	11.00	11.00
Public Health Pediatrician	5.50	5.60	5.60
Public Health Physician	2.00	2.00	2.00
Public Health Practitioner	3.00	2.88	2.88
Reproduction Machine Operator 2	1.00	1.00	1.00
Sanitarian	31.00	29.00	29.00
Secretary	1.00	1.00	1.00
Senior Accountant	3.00	1.00	1.00
Senior Administrative Specialist	5.00	4.00	4.00
Senior Computer Programmer/Analyst	2.00	2.00	2.00
Senior Environmental/Safety Specialist	2.00	2.00	2.00
Senior Sanitarian	10.00	7.00	7.00
Supervising Accountant	1.00	1.00	1.00
Supervising Dietician	1.00	1.00	1.00
Supervising Sanitarian	5.00	5.00	5.00
Supervisor of Maintenance	1.00	1.00	1.00
Utility Laborer	3.00	2.00	2.00
Vital Statistics Coordinator	1.00	1.00	1.00
WIC Program Coordinator	1.00	1.00	1.00
<b>Total</b>	<b>408.61</b>	<b>399.59</b>	<b>399.59</b>
<b><u>Human Resources</u></b>			
Administrative Specialist	1.00	1.00	1.00
Administrative Technician	2.00	2.00	2.00
Civil Service Commissioner	2.10	2.10	2.10
Clerk Typist 3	3.00	2.00	2.00
Division Manager	3.00	3.00	3.00
Human Resources Director	1.00	1.00	1.00
Senior Computer Programmer/Analyst	2.00	2.00	1.00
Senior Human Resources Analyst	8.00	9.00	9.00
<b>Total</b>	<b>22.10</b>	<b>22.10</b>	<b>21.10</b>
<b><u>Law</u></b>			
Administrative Hearing Officer	1.00	1.00	1.00
Assistant City Solicitor	3.00	-	-
Assistant to the City Solicitor	1.00	1.00	1.00
Chief Appraiser	-	1.00	1.00
Chief Counsel	5.00	5.00	5.00
City Solicitor	1.00	1.00	1.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Deputy City Solicitor	1.00	1.00	1.00
Law Chief of Staff	1.00	1.00	1.00
Law Clerk	0.20	0.20	0.20
Legal Assistant	3.00	4.00	4.00
Real Estate Manager	1.00	1.00	1.00
Senior Assistant City Solicitor	36.00	36.00	36.00
Senior Real Estate Specialist	3.00	2.00	2.00
Supervising Real Estate Specialist	1.00	1.00	1.00
Support Services Specialist	11.00	10.00	10.00
Zoning Hearing Examiner	1.00	1.00	1.00
<b>Total</b>	<b>69.20</b>	<b>66.20</b>	<b>66.20</b>
<b>Parks</b>			
Accountant	1.00	1.00	1.00
Administrative Specialist	2.00	2.00	2.00
Administrative Technician	7.00	6.00	6.00
Automotive Mechanic	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00
Civil Engineering Technician 1	1.00	1.00	1.00
Civil Engineering Technician 3	1.00	1.00	1.00
Clerk Typist 2	2.00	2.00	2.00
Clerk Typist 3	2.00	2.00	2.00
Computer System Analyst	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00
Electrician	1.00	1.00	1.00
Environmental/Solid Waste Programs Coordinator	1.00	1.00	1.00
Facility Maintenance Specialist	6.00	6.00	6.00
Florist	30.00	31.00	31.00
Graphic Designer	1.00	1.00	1.00
Greenspace Manager	3.00	3.00	3.00
Heat Ventilation & Air Conditioning Specialist	1.00	1.00	1.00
Laborer	24.00	23.00	23.00
Municipal Worker	19.18	19.18	19.18
Park Naturalist	5.00	5.00	5.00
Parks Director	1.00	1.00	1.00
Parks Operations Supervisor	1.00	1.00	1.00
Parks/Recreation Maintenance Crew Leader	7.00	7.00	7.00
Parks/Recreation Superintendent	2.00	2.00	2.00
Parks/Recreation Program Leader	9.17	9.17	9.17
Principal Architect	1.00	1.00	1.00
Recreation Specialist	18.88	16.88	16.88
Senior Accountant	1.00	1.00	1.00
Senior Administrative Specialist	1.00	1.00	1.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Senior Architect	1.00	1.00	1.00
Service Area Coordinator	3.00	3.00	3.00
Service Crew Leader	8.00	8.00	8.00
Storekeeper	1.00	1.00	1.00
Supervising Management Analyst	1.00	1.00	1.00
Supervising Parks/Recreation Coordinator	1.00	1.00	1.00
Supervisor of Maintenance	1.00	1.00	1.00
Supervisor of Park/Recreation Maintenance & Construction	6.00	6.00	6.00
Tree Maintenance Crew Leader	2.00	2.00	2.00
Tree Maintenance Worker	2.00	2.00	2.00
Truck Driver	11.00	11.00	11.00
Turf Manager	1.00	1.00	1.00
Urban Forestry Specialist	3.00	3.00	3.00
<b>Total</b>	<b>194.23</b>	<b>191.23</b>	<b>191.23</b>
<b>Planning and Buildings</b>			
Accounting Technician 3	1.00	1.00	1.00
Administrative Specialist	1.00	2.00	2.00
Administrative Technician	5.00	5.00	5.00
Assistant Supervisor of Inspections	4.00	4.00	4.00
Assistant Supervisor of Customer Service	1.00	-	-
City Planning Director	1.00	1.00	1.00
City Planning Technician 1	1.00	1.00	1.00
Clerk Typist 3	2.00	2.00	2.00
Community Development Plans Analyst-EXM	1.00	-	-
Customer Relations Representative	2.00	2.00	2.00
Deputy Community Development & Planning Director	1.00	1.00	1.00
Inspector 1	18.00	18.00	18.00
Inspector 2	11.00	11.00	11.00
Secretary	1.00	1.00	1.00
Senior Administrative Specialist	2.00	2.00	2.00
Senior Building Plans Examiner	6.00	6.00	6.00
Senior Community Development Analyst-EXM	9.00	10.00	10.00
Senior Computer Programmer/Analyst	1.00	1.00	1.00
Supervising Inspector	1.00	1.00	1.00
Supervising Building Plans Examiner Code Analyst	1.00	1.00	1.00
Urban Conservator	1.00	1.00	1.00
<b>Total</b>	<b>71.00</b>	<b>71.00</b>	<b>71.00</b>
<b>Police</b>			
Accounting Technician 2	2.00	2.00	2.00
Accounting Technician 3	4.00	4.00	4.00
Administrative Specialist	8.00	6.00	6.00
Administrative Technician	12.00	13.00	13.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Assistant Police Chief	3.00	3.00	3.00
Clerk 3	2.00	-	-
Clerk Typist 2	38.00	29.00	29.00
Clerk Typist 3	42.00	45.00	45.00
Computer Programmer/Analyst	3.00	1.00	1.00
Computer System Analyst	2.00	2.00	2.00
Crime Analyst	2.00	2.00	2.00
Division Manager	1.00	1.00	1.00
Emergency 911 Operator	40.00	-	-
Emergency Communications Assistant Manager	2.00	-	-
Emergency Communications Manager	1.00	-	-
Emergency Services Dispatch Supervisor	14.00	-	-
Fleet Services Supervisor	1.00	1.00	1.00
Information Technology Assistant Manager	1.00	1.00	1.00
Law Enforcement Instructor	3.00	3.00	3.00
Operator and Dispatcher	65.00	-	-
Police Captain	15.00	13.00	13.00
Police Chief	1.00	1.00	1.00
Police Lieutenant	45.00	44.00	44.00
Police Officer	689.00	627.00	627.00
Police Sergeant	162.00	163.00	163.00
Police Specialist	128.00	124.00	124.00
Police Technician	7.00	-	-
Public Vehicle Investigator	2.00	-	-
School Crossing Guard	37.00	37.00	37.00
Senior Accountant	3.00	3.00	3.00
Senior Computer Programmer/Analyst	9.00	9.00	9.00
Senior Police Criminalist	1.00	1.00	1.00
Storekeeper	3.00	16.00	16.00
Supervising Management Analyst	1.00	4.00	4.00
<b>Total</b>	<b>1,349.00</b>	<b>1,155.00</b>	<b>1,155.00</b>
<b>Public Services</b>			
Accountant	-	1.00	1.00
Accounting Technician 2	3.00	2.00	2.00
Accounting Technician 3	1.00	2.00	2.00
Administrative Specialist	3.00	3.00	3.00
Administrative Technician	9.00	10.00	10.00
Architect Intern	-	2.00	2.00
Asphalt Raker	1.00	1.00	1.00
Assistant Facilities Maintenance Manager	2.00	2.00	2.00
Assistant Fleet Services Manager	1.00	1.00	1.00
Assistant Supervisor of Fleet Services	3.00	3.00	3.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Automotive Mechanic	56.00	53.00	53.00
Automotive Mechanic Helper	-	1.00	1.00
Automotive Street Cleaning Equipment Operator	4.00	3.00	3.00
Bricklayer	1.00	1.00	1.00
Carpenter	3.00	3.00	3.00
Cement Finisher	11.00	11.00	11.00
Cement Gun Utility Worker	1.00	1.00	1.00
Cleaner	8.00	9.00	9.00
Cleaning Service Supervisor	1.00	1.00	1.00
Clerk 2	-	1.00	1.00
Clerk 3	-	2.00	2.00
Clerk Typist 2	5.00	4.00	4.00
Clerk Typist 3	5.00	2.00	2.00
Computer System Analyst	-	1.00	1.00
Convention Hall Security Worker	-	1.00	1.00
Convention Hall Utility Worker	-	1.00	1.00
Customer Relations Representative	4.00	2.00	2.00
Deputy Public Works Director	1.00	1.00	1.00
Electrical Maintenance Helper	-	2.00	2.00
Electrical Maintenance Worker 1	1.00	6.00	6.00
Electrical Maintenance Worker 2	22.00	18.00	18.00
Electrician	3.00	3.00	3.00
Engineering Technician 3	5.00	2.00	2.00
Engineering Technician 4	2.00	2.00	2.00
Equipment Dispatcher 2	5.00	5.00	5.00
Facilities Manager	1.00	1.00	1.00
Fleet Services Supervisor	1.00	1.00	1.00
Heat Ventilation & Air Conditioning Specialist	4.00	4.00	4.00
Laborer	50.00	43.00	43.00
Motor Equipment Operator 1	7.00	7.00	7.00
Motor Equipment Operator 2	5.00	6.00	6.00
Motor Equipment Operator 3	1.00	-	-
Municipal Worker	12.00	20.00	20.00
Plumber	4.00	4.00	4.00
Public Services Director	1.00	1.00	1.00
Public Vehicle Investigator	-	2.00	2.00
Public Works Operations Superintendent	2.00	2.00	2.00
Public Works Operations Supervisor	4.00	4.00	4.00
Sanitation Helper	41.00	40.00	35.00
Sanitation Specialist	42.00	40.00	40.00
Senior Accountant	4.00	3.00	3.00
Senior Administrative Specialist	4.00	3.00	3.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Senior Architect	3.00	1.00	1.00
Senior Computer Programmer/Analyst	3.00	3.00	3.00
Senior Environmental/Safety Specialist	1.00	1.00	1.00
Service Area Coordinator	16.00	14.00	14.00
Service Crew Leader	1.00	2.00	2.00
Sign Painter	3.00	3.00	3.00
Storekeeper	2.00	2.00	2.00
Structures Maintenance Worker	14.00	12.00	12.00
Supervising Accountant	1.00	1.00	1.00
Supervising Management Analyst	1.00	1.00	1.00
Supervising Storekeeper	3.00	3.00	3.00
Supervising Structure Maintenance Worker	1.00	1.00	1.00
Supervising Traffic Aids Worker	6.00	1.00	1.00
Supervisor of Maintenance	1.00	1.00	1.00
Tire Repair Worker	1.00	1.00	1.00
Traffic Aids Worker	4.00	9.00	9.00
Truck Driver	35.00	36.00	36.00
Welder	2.00	2.00	2.00
<b>Total</b>	<b>442.00</b>	<b>438.00</b>	<b>433.00</b>
<b>Recreation</b>			
Accountant	2.00	2.00	2.00
Accounting Technician 3	2.00	2.00	2.00
Administrative Specialist	7.00	7.00	7.00
Administrative Technician	1.00	1.00	1.00
Carpenter	2.00	2.00	2.00
Civil Engineering Technician 1	1.00	1.00	1.00
Civil Engineering Technician 2	1.00	1.00	1.00
Civil Engineering Technician 3	2.00	2.00	2.00
Clerk Typist 3	5.00	4.00	4.00
Community Center Director	61.00	58.00	58.00
Computer Programmer/Analyst	1.00	1.00	1.00
Co-Op/Student Intern 2	1.08	-	-
Co-Op/Student Intern 3	-	1.25	1.25
Electrician	2.00	2.00	2.00
Facility Maintenance Specialist	3.00	3.00	3.00
Heat Ventilation & Air Conditioning Specialist	1.00	1.00	1.00
Laborer	4.00	4.00	4.00
Lifeguard	38.42	35.15	35.15
Municipal Worker	49.11	37.23	39.73
Painter	2.00	2.00	2.00
Parks/Recreation Superintendent	2.00	2.00	2.00
Parks/Recreation Program Leader	134.91	137.98	137.98

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Plumber	2.00	2.00	2.00
Pool Manager	9.94	8.55	8.55
Recreation Director	1.00	1.00	1.00
Recreation Specialist	17.07	17.88	18.48
Senior Accountant	2.00	2.00	2.00
Senior Administrative Specialist	1.00	1.00	1.00
Senior Architect	1.00	1.00	1.00
Senior Computer Programmer/Analyst	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00
Service Area Coordinator	28.00	28.00	28.00
Supervising Accountant	1.00	1.00	1.00
Supervising Engineer	1.00	1.00	1.00
Supervising Parks/Recreation Coordinator	3.00	3.00	3.00
Supervising Storekeeper	1.00	1.00	1.00
Supervisor of Golf	1.00	1.00	1.00
Supervisor of Parks/Recreation Maintenance & Construction	2.00	2.00	2.00
Therapeutic Recreation Program Coordinator	2.00	2.00	2.00
Truck Driver	13.00	13.00	13.00
Turf Manager	7.00	7.00	7.00
<b>Total</b>	<b>418.53</b>	<b>402.04</b>	<b>405.14</b>
<b><u>Retirement</u></b>			
Administrative Specialist	2.00	-	-
Administrative Technician	3.00	-	-
Finance Manager	1.00	-	-
Retirement Director	1.00	-	-
Senior Accountant	1.00	-	-
Supervising Accountant	1.00	-	-
Supervising Management Analyst	1.00	-	-
<b>Total</b>	<b>10.00</b>	<b>-</b>	<b>-</b>
<b><u>Sewers</u></b>			
Accountant	1.00	1.00	1.00
Accounting Technician 1	1.00	1.00	1.00
Accounting Technician 2	1.00	1.00	1.00
Accounting Technician 3	1.00	1.00	1.00
Administrative Specialist	22.00	19.00	20.00
Administrative Technician	24.00	19.00	23.00
Assistant Facilities Maintenance Manager	1.00	1.00	1.00
Assistant Fleet Services Manager	1.00	1.00	1.00
Assistant Supervisor of Customer Service	1.00	1.00	1.00
Assistant Treatment Superintendent	8.00	8.00	8.00
Automotive Mechanic	1.00	2.00	2.00



**Appendix C: Position Schedule of Classification Changes**

Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Automotive Mechanic Crew Chief	1.00	1.00	1.00
Building Maintenance Worker	1.00	-	-
Building & Grounds Maintenance Crew Leader	2.00	2.00	2.00
Chemist	6.00	6.00	6.00
Civil Engineering Technician 1	6.00	2.00	3.00
Civil Engineering Technician 2	12.00	6.00	8.00
Civil Engineering Technician 3	15.00	7.00	9.00
Clerk 3	1.00	1.00	1.00
Clerk Typist 1	-	-	-
Clerk Typist 2	1.00	1.00	1.00
Clerk Typist 3	7.00	5.00	5.00
Computer Programmer/Analyst	7.00	5.73	5.73
Computer System Analyst	8.00	7.00	7.00
Convention Hall Security Officer	1.00	1.00	1.00
Co-Op/Student Intern 4	2.00	9.00	9.00
Deputy Sewers Director	1.00	1.00	1.00
Division Manager	1.00	1.00	1.00
Electrical Maintenance Worker 1	9.00	8.00	8.00
Electrical Maintenance Worker 2	13.00	12.00	12.00
Electrical Maintenance Worker 3	4.00	4.00	4.00
Electronics Technician 2	2.00	2.00	2.00
Employment & Training Supervisor	1.00	1.00	1.00
Engineer Intern	14.00	12.00	12.00
Engineering Technical Supervisor	8.00	6.00	7.00
Engineering Technician 3	13.00	11.00	11.00
Engineering Technician 4	6.00	5.00	5.00
Environmental Programs Manager	1.00	1.00	1.00
Environmental/Safety Specialist	1.00	1.00	1.00
Environmental/Solid Waste Programs Coordinator	1.00	-	-
Facility Maintenance Specialist	2.00	2.00	2.00
Fleet Services Supervisor	1.00	1.00	1.00
Heat Ventilation & Air Conditioning Specialist	2.00	2.00	2.00
Industrial Investigator	6.00	6.00	6.00
Industrial Waste Inspector	3.00	3.00	3.00
Industrial Waste Superintendent	1.00	1.00	1.00
Information Technology Assistant Manager	2.00	2.00	2.00
Information Technology Manager	1.00	1.00	1.00
Laboratory Technician 1	-	0.73	0.73
Laboratory Technician 2	10.00	17.00	17.00
Laboratory Technician 3	7.00	7.00	7.00
Laboratory Technician 4	1.00	-	-
Laborer	7.00	7.00	7.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Maintenance Fabrication Apprentice	3.00	4.00	4.00
Maintenance Fabrication Specialist	2.00	3.00	3.00
Maintenance Fabrication Crew Leader	2.00	3.00	3.00
Maintenance Crew Leader	22.00	20.00	20.00
Maintenance Machinist	4.00	4.00	4.00
Maintenance Machinist Crew Leader	1.00	1.00	1.00
Maintenance Machinist Helper	3.00	3.00	3.00
Motor Equipment Operator 1	4.00	4.00	4.00
Motor Equipment Operator 2	9.00	11.00	11.00
Motor Equipment Operator 3	3.00	3.00	3.00
Painter	3.00	3.00	3.00
Painter Crew Leader	1.00	-	-
Plant Maintenance Worker	44.00	40.00	40.00
Plant Operator 1	15.00	7.00	7.00
Plant Operator 2	18.00	23.00	23.00
Plant Operator 2 - OH Certification 2	17.00	17.00	17.00
Plant Operator 2 - OH Certification 3	9.00	12.00	12.00
Plant Supervisor	10.00	10.00	10.00
Pretreatment Specialist	6.00	6.00	6.00
Principal Engineer	10.00	9.00	10.00
Public Works Inspector 2	14.00	12.00	12.00
Public Works/Utilities Superintendent	1.00	1.00	1.00
Reproduction Machine Operator 2	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Senior Accountant	3.00	3.00	3.00
Senior Administrative Specialist	20.00	21.00	21.00
Senior Chemist	4.00	4.00	4.00
Senior Computer Programmer/Analyst	12.00	11.00	11.00
Senior Engineer	45.00	39.00	46.00
Senior Engineering Technician	21.00	25.00	25.00
Senior Environmental/Safety Specialist	4.00	4.00	4.00
Senior Plant Supervisor	5.00	4.00	4.00
Senior Real Property Specialist	3.00	3.00	3.00
Sewer Construction Inspector	16.00	12.00	16.00
Sewer Maintenance Crew Leader	8.00	8.00	8.00
Sewers Chief Engineer	5.00	5.00	5.00
Sewers Director	1.00	1.00	1.00
Stockhandler	-	1.00	1.00
Storekeeper	6.00	5.00	5.00
Storm Sewer Maintenance Specialist	-	7.00	7.00
Supervising Accountant	1.00	-	-
Supervising Real Property Specialist	1.00	1.00	1.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Supervising Surveyor	1.00	1.00	1.00
Supervising Chemist	1.00	1.00	1.00
Supervising Engineer	15.00	12.00	15.00
Supervising Environmental/Safety Specialist	1.00	1.00	1.00
Supervising Management Analyst	7.00	4.00	4.00
Supervising Storekeeper	2.00	2.00	2.00
Supervisor of Customer Service	1.00	1.00	1.00
Supervisor of Industrial Waste Disposal	2.00	2.00	2.00
Supervisor of Maintenance	9.00	9.00	9.00
Surveyor	4.00	4.00	4.00
Technical Systems Analyst	6.00	5.00	5.00
Treatment Superintendent	1.00	1.00	1.00
Treatment Supervisor	3.00	3.00	3.00
Truck Driver	17.00	17.00	17.00
Utilities Construction Inspector Supervisor	1.00	-	-
Utility Technician	15.00	14.00	14.00
Wastewater Collection Crew Leader	11.00	10.00	10.00
Wastewater Collection Equipment Specialist	17.00	17.00	17.00
Wastewater Collection Inspector	19.00	15.00	15.00
Wastewater Collection Supervisor	4.00	4.00	4.00
Wastewater Collection Pipelayer	6.00	6.00	6.00
Wastewater Plant Incline Operator	1.00	1.00	1.00
Water Customer Service Representative 2	2.00	-	-
Water Works Dispatcher	5.00	5.00	5.00
Water Works Maintenance Field Supervisor	9.00	9.00	9.00
Welder	2.00	2.00	2.00
<b>Total</b>	<b>770.00</b>	<b>721.46</b>	<b>747.46</b>
<b><u>Trade and Development</u></b>			
Administrative Specialist	5.00	5.00	5.00
Administrative Technician	1.00	2.00	2.00
Assistant Supervisor of Inspections	4.00	4.00	4.00
Clerk Typist 3	3.00	4.00	4.00
Community Development & Planning Director	1.00	-	-
Community Development Analyst-EXM	2.00	4.00	4.00
Computer Operator 2	1.00	1.00	1.00
Deputy Community Development & Planning Director	1.00	1.00	1.00
Development Manager	-	1.00	1.00
Development Officer	-	1.00	1.00
Development Officer 4	-	2.00	2.00
Division Manager	2.00	3.00	3.00
Economic Development Director	-	1.00	1.00
Inspector 1	12.00	12.00	12.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Inspector 2	11.00	11.00	11.00
Management Analyst	1.00	-	-
Municipal Worker	0.50	0.50	0.50
Senior Accountant	1.00	2.00	2.00
Senior Administrative Specialist	1.00	2.00	2.00
Senior Community Development Analyst-EXM	13.00	18.00	18.00
Senior Development Officer	-	1.00	1.00
Senior Management Analyst	0.40	1.40	1.40
Supervising Accountant	1.00	1.00	1.00
Supervising Community Development Analyst-EXM	1.00	1.00	1.00
Supervising Management Analyst	1.00	1.00	1.00
<b>Total</b>	<b>62.90</b>	<b>79.90</b>	<b>79.90</b>
<b><u>Transportation &amp; Engineering</u></b>			
Accountant	2.00	2.00	2.00
Accounting Technician 2	1.00	1.00	1.00
Accounting Technician 3	2.00	2.00	2.00
Administrative Specialist	3.00	3.00	3.00
Administrative Technician	8.00	9.00	9.00
Airport Maintenance Supervisor	1.00	1.00	1.00
Airport Maintenance Worker	2.00	2.00	2.00
Airport Manager	1.00	1.00	1.00
Architectural Technician 1	1.00	1.00	1.00
Assistant Supervisor of Construction Inspector	2.00	2.00	2.00
City Architect	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
City Traffic Engineer	1.00	1.00	1.00
Civil Engineering Technician 1	5.00	4.50	4.50
Civil Engineering Technician 2	8.00	7.85	7.85
Civil Engineering Technician 3	8.00	7.30	7.30
Clerk Typist 3	6.00	5.00	5.00
Computer System Analyst	1.00	1.00	1.00
Engineering Geologist	1.00	1.00	1.00
Engineering Technical Supervisor	6.00	6.00	6.00
Facility Maintenance Specialist	3.00	3.00	3.00
Geotechnical Engineer	1.00	1.00	1.00
Graphic Design Supervisor	1.00	0.75	0.75
Graphic Designer	1.00	1.00	1.00
Principal Architect	1.00	1.00	1.00
Principal Engineer	8.00	8.00	8.00
Public Works Inspector 2	31.00	31.00	31.00
Senior Administrative Specialist	-	-	-
Senior Architect	3.00	3.00	3.00



Appendix C: Position Schedule of Classification Changes

Department/Position	2013 Stub FTE	2014 Budget FTE	2015 Budget FTE
Senior City Planner	2.00	2.00	2.00
Senior Computer Programmer/Analyst	2.00	2.00	2.00
Senior Engineer	20.00	20.00	20.00
Senior Engineering Technician	12.00	12.00	12.00
Supervising Accountant	1.00	1.00	1.00
Supervising Architect	1.00	1.00	1.00
Supervising Surveyor	1.00	1.00	1.00
Supervising City Planner	1.00	1.00	1.00
Supervising Engineer	10.00	10.00	10.00
Supervising Management Analyst	1.00	1.00	1.00
Supervisor of Parks/Recreation Maintenance & Construction	1.00	1.00	1.00
Surveyor	4.00	4.00	4.00
Traffic Engineering Technician 2	1.00	1.00	1.00
Traffic Engineering Technician 3	3.00	3.00	3.00
Transportation & Engineering Director	1.00	1.00	1.00
Utility Laborer	2.00	2.00	2.00
<b>Total</b>	<b>173.00</b>	<b>171.40</b>	<b>171.40</b>
<b><u>Water Works</u></b>			
Accountant	4.00	5.00	5.00
Accounting Technician 2	6.00	6.00	6.00
Accounting Technician 3	9.00	9.00	9.00
Administrative Specialist	16.00	16.00	16.00
Administrative Technician	12.00	12.00	12.00
Assistant Supervisor of Fleet Services	1.00	1.00	1.00
Assistant Supervisor of Construction Inspection	3.00	3.00	3.00
Assistant Supervisor of Customer Service	5.00	5.00	5.00
Assistant Treatment Superintendent	8.00	7.00	7.00
Building & Grounds Maintenance Crew Leader	3.00	3.00	3.00
Carpenter	1.00	1.00	1.00
Chemist	9.00	10.00	10.00
Civil Engineering Technician 1	5.00	6.00	6.00
Civil Engineering Technician 2	13.00	16.00	16.00
Civil Engineering Technician 3	9.00	6.00	6.00
Cleaner	-	2.00	2.00
Clerk 1	-	1.46	1.46
Clerk 2	-	3.00	3.00
Clerk 3	1.00	2.00	2.00
Clerk Typist 2	2.73	2.73	2.73
Clerk Typist 3	12.00	12.00	12.00
Commercial Services Superintendent	1.00	1.00	1.00
Computer Programmer/Analyst	-	1.00	1.00
Computer System Analyst	14.00	14.00	14.00

# Appendices

## Appendix C: Position Schedule of Classification Changes



Department/Position	2013 Stub	2014 Budget	2015 Budget
	FTE	FTE	FTE
Co-Op/Student Intern 1	10.11	10.11	10.11
Co-Op/Student Intern 2	3.65	3.65	3.65
Co-Op/Student Intern 3	0.74	0.74	0.74
Customer Relations Representative	39.12	39.12	41.34
Division Manager	1.00	1.00	1.00
Electrical Maintenance Helper	-	1.00	1.00
Electrical Maintenance Supervisor	4.00	2.00	2.00
Electrical Maintenance Worker 1	-	2.00	2.00
Electrical Maintenance Worker 2	7.25	8.00	8.00
Electrical Maintenance Worker 3	6.00	5.00	5.00
Electronics Technician 1	-	-	-
Electronics Technician 2	2.00	2.00	2.00
Enginner Intern	-	1.00	1.00
Engineering Geologist	1.00	1.00	1.00
Engineering Technical Supervisor	5.00	5.00	5.00
Engineering Technician 3	5.50	4.00	4.00
Engineering Technician 4	-	1.00	1.00
Information Technology Assistant Manager	5.00	5.00	5.00
Information Technology Manager	1.00	1.00	1.00
Laboratory Technician 2	7.46	9.00	9.00
Laboratory Technician 3	4.00	3.00	3.00
Laboratory Technician 4	5.00	3.00	3.00
Maintenance Crew Leader	2.00	3.00	3.00
Maintenance Machinist	7.00	7.00	7.00
Maintenance Machinist Helper	3.00	3.00	3.00
Motor Equipment Operator 1	18.00	18.00	18.00
Painter	5.00	5.00	5.00
Plant Maintenance Supervisor	5.00	5.00	5.00
Plant Maintenance Worker	13.00	13.00	13.00
Plant Operator 1	2.00	3.00	3.00
Plant Operator 2	18.00	18.00	18.00
Plant Supervisor	3.75	4.00	4.00
Principal Engineer	3.00	3.00	3.00
Senior Accountant	4.00	4.00	4.00
Senior Administrative Specialist	9.00	10.00	10.00
Senior Chemist	2.00	1.00	1.00
Senior Computer Programmer/Analyst	15.00	13.00	13.00
Senior Customer Relations Representative	15.00	15.00	15.00
Senior Engineer	15.75	14.00	14.00
Senior Engineering Technician	6.00	6.00	6.00
Senior Environmental/Safety Specialist	1.00	-	-
Senior Plant Operator	7.00	6.00	6.00



**Appendix C: Position Schedule of Classification Changes**

<b>Department/Position</b>	<b>2013 Stub FTE</b>	<b>2014 Budget FTE</b>	<b>2015 Budget FTE</b>
Senior Plant Supervisor	3.00	3.00	3.00
Storekeeper	7.00	6.00	6.00
Supervising Accountant	1.00	1.00	1.00
Supervising Surveyor	1.00	1.00	1.00
Supervising Chemist	1.00	1.00	1.00
Supervising Engineer	8.00	9.00	9.00
Supervising Groundskeeper	2.00	2.00	2.00
Supervising Management Analyst	1.00	1.00	1.00
Supervising Storekeeper	2.00	3.00	3.00
Supervisor of Customer Service	1.00	-	-
Supervisor of Maintenance	7.00	8.00	8.00
Supervisor of Water Distribution Maintenance	2.00	3.00	3.00
Surveyor	4.00	3.00	3.00
Technical Systems Analyst	3.00	3.00	3.00
Treatment Superintendent	2.00	2.00	2.00
Treatment Supervisor	3.00	3.00	3.00
Truck Driver	12.00	12.00	12.00
Utilities Construction Inspector Supervisor	1.00	1.00	1.00
Utility Laborer	7.00	6.00	6.00
Water Customer Service Representative 1	22.00	22.00	22.00
Water Customer Service Representative 2	4.00	4.00	4.00
Water Distribution Superintendent	1.00	1.00	1.00
Water Works Chief Engineer	1.00	1.00	1.00
Water Works Construction Inspector	26.00	26.00	26.00
Water Works Director	1.00	1.00	1.00
Water Works Dispatcher	5.00	5.00	5.00
Water Works Guard	9.00	9.00	9.00
Water Works Maintenance Crew Leader	19.00	19.00	19.00
Water Works Maintenance Field Supervisor	12.00	12.00	12.00
Water Works Maintenance Worker	21.00	21.00	21.00
Water Works Valve Operator 1	27.00	27.00	27.00
Water Works Valve Operator 2	7.00	7.00	7.00
Welder	3.00	3.00	3.00
Welder Helper	2.00	2.00	2.00
<b>Total</b>	<b>625.06</b>	<b>631.81</b>	<b>634.03</b>
<b>Grand Total</b>	<b>5,789.43</b>	<b>5,632.60</b>	<b>5,656.90</b>



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# City of Cincinnati

## Council



Melissa Autry, CMC  
*Clerk of Council*

Office of the Clerk

May 29, 2013

801 Plum Street, Suite 308  
Cincinnati, Ohio 45202  
Phone (513) 352-3246  
Fax (513) 352-2578

### MOTION

This motion combines the motions of May 16, May 24, and May 28. This motion supports the safety of Cincinnati by eliminating all Police and Fire layoffs. It supports neighborhood development by restoring reduced Focus 52 funds. The Focus 52 reduction would have threatened the debt service payments on many transformative neighborhood projects such as the Incline District Theatre project, the East Price Hill Neighborhood Business District Streetscape, the Corryville Parking Garage, Jordan's Crossing in Bond Hill, the Cintrifuse Project in Over-the-Rhine, Avondale Blight Removal Projects, and Westwood Neighborhood Business District projects. This motion supports small business development by restoring funding to the African American Chamber of Commerce, the Cincinnati USA Regional Chamber of Commerce, and the Port Authority. This motion also gives additional support to the Parks and Human Services, restores Westwood Town Hall, and extends the cuts Mayor Mallory made to his budget to the new Mayor.

Using the Mayor's changes to the City Manager's recommended budget as the base, we move that the following changes be made to the FY 2014 budget:

#### Reductions

Increase cost savings days for supervisory and leadership personnel from five to ten	250,000
All members of Council take the equivalent of 10 cost savings days through payroll deductions	22,700
Reduce Council office budgets	18,000
Reduce Clerk of Council's budget	12,000
Merge the Economic Development and Community Development Departments	171,000
Wearing Apparel Account 7364 in the Fire Department	300,000
Cost to layoff police officers	1,419,000
Cost to layoff firefighters	628,890
Repayment of SAFER Grant	1,600,000
Car allowances that are not contractually obligated	30,000
Use the \$5,300 balance of the Business and Jobs Attraction Account and unencumber the \$102,000 in the amount previously encumbered for future website development. These unencumbered funds will be replaced by capital funds in future years	107,300
Unused funds in the OTR Home Improvement Program Account	29,227

# Appendices

## Appendix D: Budget Motions



Business Retention/New Growth Opportunities Account	6,092
Viable Small Business Development Account	61,934
TIF District repayment for 2014. General Fund revenue is expected to exceed projections for the FY 2013 stub period. TIF District borrowing will be repaid with these General Fund FY 2013 revenues.	2,000,000
Additional 2013 Casino Revenue Carryover	100,000
Eliminate the new Mayor's car allowance (December – June)	3,500
Cut the new Mayor's Obligation budget (December – June)	46,660
Cost Savings Days for the new Mayor	3,500
Reduce the Contingency Budget	625,000
Reduce Police Take Home Car funding	100,000
Total	7,534,803

### Restorations

Eliminate all layoffs of firefighters	1,300,610
Eliminate all layoffs of police officers	4,497,310
Closing the Health Gap	100,000
African American Chamber of Commerce	100,000
Tire Collection Program	30,800
Human Services	75,000
Parks	200,000
Focus 52	600,000
Westwood Town Hall	109,865
Port Authority	200,000
Cincinnati USA Regional Chamber of Commerce	100,000
State Lobbyist	56,000
Closed Captioning	40,000
Greater Cincinnati Energy Alliance	75,000
Greater Cincinnati & Northern Kentucky Film Commission	50,000
Total	7,534,518



We further move that the \$73,000 in CDBG funds that are saved by combining the Economic Development and Community Development Departments be used for the Health Department's Lead Program.

We further move that TIF District repayment is a priority for the use of any General Fund revenue that exceeds projections for the FY 2013 stub period.

 Vice Mayor Roxanne Qualls Co-Sponsor	 Councilmember Chris Seelbach Co-Sponsor	 Councilmember Wendell Young Co-Sponsor
 Councilmember Yvette Simpson Co-Sponsor	 Councilmember Pamula Thomas Co-Sponsor	
 Councilmember Laure Quinlivan	 Councilmember P.G. Sittenfeld	
 Councilmember Christopher Smitherman	 Councilmember Charlie Winburn	



City of Cincinnati



Mark. Mallory  
*Mayor*

Office of the Mayor

Room 150, City Hall  
801 Plum Street  
Cincinnati, Ohio 45202  
Phone (513) 352-3250  
Fax (513) 352-5201

To: Members of Council  
From: Mayor Mark Mallory  
Date: May 15, 2013  
Copy To: City Manager Milton Dohoney, Jr.  
Subject: Mayor's Comments on the Proposed 2014/2015 Biennial Budget

As per the City of Cincinnati Charter, I am pleased to transmit to City Council the City Manager's proposed 2014/2015 City of Cincinnati Budget.

The 2014/2015 City Budget process faces several unusual challenges, some anticipated, some not. For the last several budgets, the City of Cincinnati has faced difficult budget decisions because of the recession and resulting decline in tax revenue. Despite those challenges, the Manager, a majority of City Council, and I have annually passed City Budgets that prevented police and fire layoffs, avoided tax increases, increased City Services, maintained our City's bond rating, and most importantly invested in a growth strategy.

That growth strategy has been successful. Since 2008, the City has signed economic development deals to create 9,000 jobs, retain 11,000 jobs and create 6,400 construction jobs. That growth is helping to balance our budget. Income tax revenues are already up over \$2 million in the first three months of 2013, and are projected to increase by \$8.7 million in FY 2014 and an additional \$5 million in 2015. The City of Cincinnati is growing out of the recession and closing our structural imbalance.

However, the Governor and the State Legislature cut \$27 million in state assistance that the City has traditionally received as a share of the state collected taxes and the estate tax. That cut created our current budget deficit and delayed our ability to grow toward a balanced budget. In response to that deficit, the City Manager proposed and the City Council adopted the Parking Modernization Plan to provide on-going revenue to the City General Fund and up front funding that could be used to help balance the budget over the next few years as growth continues to move the City toward a balanced budget. That plan has been delayed; and therefore, we are again faced with difficult budget decisions that will require budget cuts and a reduction in the City Workforce.



I want to thank the City Manager and his team for developing a balanced budget in the midst of these changing conditions. His proposed budget has attempted to mitigate the harmful effects of the delay in the implementation of the Parking Modernization Plan.

As I transmit the budget to Council, I am making several changes to reduce the number of layoffs, which have a direct, negative effect on City Services to citizens. In order to restore as many positions as possible, I have eliminated funding to several outside organizations. It is a difficult decision. I strongly believe in the City's partnerships with those organizations and would prefer to continue to provide funding. However, in light of the delay in the Parking Modernization Plan, we cannot fund outside organizations at the loss of police officers, firefighters, and other important City Employees.

**Restorations:**

I am restoring 18 fire fighter positions and 17 police officer positions, reducing the layoff number to 53 and 49 respectively. I am restoring three positions to the Health Department to conduct vital community health inspection to homes, businesses, restaurants, and other environmental concerns. I am also restoring two positions to the Law Department to help address community concerns and enforce City regulations.

**Cuts:**

In order to restore those positions, I am beginning by making further cuts to my office budget. I am cutting an additional \$32,000 from my office budget. This cut is on top of the \$88,000 that I already cut from my office budget in April.

In addition, I am eliminating funding to the the Center for Closing the Health Gap (\$100,000), the Cincinnati USA Regional Chamber of Commerce (\$100,000), the Greater Cincinnati African American Chamber of Commerce (\$100,000), the Greater Cincinnati and Northern Kentucky Film Commission (\$50,000), the Neighborhood Support Program, and the Neighborhood Business District Support Fund (\$215,000 combined). I am reducing funding for the Port Authority by \$200,000. I am reducing the subsidy for Nature Education by \$253,000. I am reducing the subsidy to 3CDC for Fountain Square by \$85,000. In addition, I am proposing closing two additional recreation centers as recommended by the Cincinnati Recreation Commission: Mt Auburn and the Westwood Town Hall (\$185,325).

The above cuts total \$1,323,242. In addition, since the Manager's proposed budget went to print, the City has experienced some positive developments. The Budget Department has identified an additional \$500,000 in unspent funds from this year that can be applied to the next budget. And the Finance Department has determined that there is an additional \$1 million in revenue in FY 2013 that can be used in the FY 2014 budget.

In total, I have identified \$2,823,242 through cuts to the proposed FY 2014 budget, savings in the FY 2013 budget, and increased 2013 revenue. That amount allows the restoration of the above positions.



I look forward to working with City Council to finalize a City Budget that minimizes the negative consequences of the delay in implementing the Parking Modernization Plan. It is my hope that the delay is short, and that we will soon be able to move forward with a comprehensive solution to the Biennial City Budget that will continue our investment in growth and increase and improve our services to citizens of Cincinnati.

<b>Cuts, Savings, and Increased Revenue Collection</b>	<b>Amount</b>
Mayor's Office Budget	(32,000)
Center for Closing the Health Gap	(100,000)
NSP and NBDSF Funding	(215,000)
Cincinnati USA Regional Chamber of Commerce	(100,000)
Greater Cincinnati and Northern Kentucky Film Commission	(50,000)
Greater Cincinnati African American Chamber of Commerce	(100,000)
Port Authority of Greater Cincinnati	(200,000)
Reduce Subsidy for Nature Education	(253,000)
Reduce 3CDC Subsidy for Fountain Square	(85,000)
Close Mt. Auburn Center	(75,460)
Close Westwood Town Hall	(109,865)
Cancel Additional 2013 Encumbrances	(500,000)
Additional 2013 Revenue	(1,000,000)
<b>Total:</b>	<b>(2,820,325)</b>
<b>Restored Positions</b>	<b>Amount</b>
Three Sanitarians for Environmental Inspections	210,065
<i>Reduced Layoff Costs</i>	<i>(47,585)</i>
Two Attorneys in General Counsel	241,561
<i>Reduced Layoff Costs</i>	<i>(31,723)</i>
Restore 18 Fire Fighters	1,728,705
<i>Reduced Layoff Costs</i>	<i>(349,581)</i>
Restore 17 Police Officers	1,568,907
<i>Reduced Layoff Costs</i>	<i>(491,811)</i>
<b>Total:</b>	<b>2,828,539</b>



Appendix E: FY 2014 All Funds Operating Budget Summary by Program

FY 2014 All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,029,600	0	2,029,600	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	530,560	0	530,560	8.00	0.00	8.00
Clerk of Council	Clerk of Council	747,690	0	747,690	7.00	0.00	7.00
City Manager	Retirement Division	0	0	0	0.00	9.75	9.75
	Emergency Communications	7,866,730	2,459,980	10,326,710	130.00	0.00	130.00
	Office of the City Manager	1,168,660	0	1,168,660	9.00	0.00	9.00
	Economic Development Division	0	0	0	0.00	0.00	0.00
	Office of Communications	574,600	75,000	649,600	5.00	0.00	5.00
	Office of Budget and Evaluation	984,800	174,750	1,159,550	12.00	0.00	12.00
	Office of Environmental Quality	3,267,570	191,060	3,458,630	3.00	2.00	5.00
	Office of Contract Compliance	433,800	330,780	764,580	4.00	2.00	6.00
	CIRV Administration	580,000	0	580,000	0.00	0.00	0.00
		<b>Total</b>	<b>14,876,160</b>	<b>3,231,570</b>	<b>18,107,730</b>	<b>163.00</b>	<b>13.75</b>
Citizen Complaint and Internal Audit	Investigations, Research, and Evaluation	171,250	0	171,250	2.00	0.00	2.00
	Administration	299,630	0	299,630	3.00	0.00	3.00
	Internal Audit	368,360	0	368,360	4.00	0.00	4.00
	<b>Total</b>	<b>839,240</b>	<b>0</b>	<b>839,240</b>	<b>9.00</b>	<b>0.00</b>	<b>9.00</b>
Trade and Development	Human Services	1,548,970	0	1,548,970	1.00	0.00	1.00
	Housing Development	126,590	461,450	588,040	4.00	13.00	17.00
	Compliance & Operations	1,011,530	795,490	1,807,020	3.00	9.40	12.40
	Economic Development	893,630	441,840	1,335,470	13.00	3.00	16.00
	Property Maintenance Code Enforcement	2,067,410	0	2,067,410	33.50	0.00	33.50
	<b>Total</b>	<b>5,648,130</b>	<b>1,698,780</b>	<b>7,346,910</b>	<b>54.50</b>	<b>25.40</b>	<b>79.90</b>
Enterprise Services	Duke Energy Convention Center	0	7,642,420	7,642,420	0.00	0.00	0.00
	On-Street Parking	0	2,095,360	2,095,360	0.00	22.00	22.00
	Off-Street Parking	0	5,299,300	5,299,300	0.00	9.80	9.80
	Parking Business Services	0	565,130	565,130	0.00	4.00	4.00
	<b>Total</b>	<b>0</b>	<b>15,602,210</b>	<b>15,602,210</b>	<b>0.00</b>	<b>35.80</b>	<b>35.80</b>
Enterprise Technology Solutions	ETS Administration	760,410	0	760,410	9.00	0.00	9.00
	CLEAR Operations	0	4,559,100	4,559,100	0.00	16.00	16.00
	CAGIS Consortium Operations	0	4,640,420	4,640,420	0.00	19.00	19.00
	CIT-CO Operations	2,378,830	773,280	3,152,110	18.75	6.80	25.55
	CTS Operations	2,059,580	2,789,820	4,849,400	19.00	6.00	25.00
	<b>Total</b>	<b>5,198,820</b>	<b>12,762,620</b>	<b>17,961,440</b>	<b>46.75</b>	<b>47.80</b>	<b>94.55</b>
Finance	Administration	360,700	92,510	453,210	2.44	0.56	3.00
	Financial Reporting and Monitoring	1,176,140	955,850	2,131,990	12.16	5.85	18.01
	Payroll Preparation	165,920	0	165,920	2.00	0.00	2.00
	Debt Management	0	113,114,990	113,114,990	0.00	3.00	3.00
	Treasury Operations	950,430	196,540	1,146,970	7.42	1.58	9.00
	Risk Management	138,060	1,863,610	2,001,670	0.00	14.00	14.00
	Income Tax	3,433,590	0	3,433,590	34.75	0.00	34.75
	Procurement	923,700	121,760	1,045,460	9.90	1.10	11.00
Printing and Stores	0	2,139,920	2,139,920	0.00	6.00	6.00	

# Appendices

## Appendix E: FY 2014 All Funds Operating Budget Summary by Program



### FY 2014 All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	<b>Total</b>	<b>7,148,540</b>	<b>118,485,180</b>	<b>125,633,720</b>	<b>68.67</b>	<b>32.09</b>	<b>100.76</b>
Fire	Financial Management and Planning	1,002,140	0	1,002,140	9.00	0.00	9.00
	Support Services	2,259,720	93,870	2,353,590	16.00	1.00	17.00
	Prevention and Community Education	2,760,330	0	2,760,330	21.00	0.00	21.00
	Human Resources	1,845,190	0	1,845,190	13.00	0.00	13.00
	Response	87,286,430	0	87,286,430	764.00	0.00	764.00
	<b>Total</b>	<b>95,153,810</b>	<b>93,870</b>	<b>95,247,680</b>	<b>823.00</b>	<b>1.00</b>	<b>824.00</b>
Health	Health Administration	4,433,680	1,009,190	5,442,870	42.00	7.75	49.75
	Health Centers	9,062,770	8,142,070	17,204,840	82.21	66.80	149.01
	Community Health and Environmental Services	3,709,880	3,396,540	7,106,420	55.00	27.48	82.48
	Maternal and Infant Health	1,387,310	4,606,780	5,994,090	17.00	54.95	71.95
	School & Adolescent Health	1,120,200	3,279,560	4,399,760	13.00	33.40	46.40
	<b>Total</b>	<b>19,713,840</b>	<b>20,434,140</b>	<b>40,147,980</b>	<b>209.21</b>	<b>190.38</b>	<b>399.59</b>
Human Resources	Workforce Management	444,970	315,220	760,190	6.10	3.00	9.10
	Employee Services	713,330	0	713,330	6.00	0.00	6.00
	Shared Services	386,480	0	386,480	4.00	0.00	4.00
	Administration	366,550	0	366,550	3.00	0.00	3.00
	<b>Total</b>	<b>1,911,330</b>	<b>315,220</b>	<b>2,226,550</b>	<b>19.10</b>	<b>3.00</b>	<b>22.10</b>
Law	Administration	536,930	0	536,930	4.00	0.00	4.00
	Civil Litigation	1,192,260	0	1,192,260	12.20	0.00	12.20
	Administrative Hearings	433,770	0	433,770	5.00	0.00	5.00
	Community Prosecution	201,250	0	201,250	0.00	0.00	0.00
	Economic and Community Development	595,780	161,230	757,010	6.00	2.00	8.00
	General Counsel	849,940	0	849,940	7.00	0.00	7.00
	Labor and Employment	454,270	0	454,270	4.00	0.00	4.00
	Prosecution	1,735,290	0	1,735,290	20.00	0.00	20.00
	Property Management and Real Estate	0	479,780	479,780	0.00	6.00	6.00
	<b>Total</b>	<b>5,999,490</b>	<b>641,010</b>	<b>6,640,500</b>	<b>58.20</b>	<b>8.00</b>	<b>66.20</b>
Parks	Director's Office	229,790	0	229,790	2.00	0.00	2.00
	Operations & Facility Management	5,200,670	4,086,350	9,287,020	81.98	44.60	126.58
	Urban Forestry	0	1,786,380	1,786,380	0.00	8.50	8.50
	Planning & Design	5,560	0	5,560	6.50	0.00	6.50
	Financial & Business Services	1,246,360	192,120	1,438,480	8.00	2.00	10.00
	Krohn Conservatory	171,000	735,060	906,060	7.50	7.00	14.50
	Explore Nature	231,320	440,120	671,440	11.85	3.30	15.15
	Facility Maintenance	170,150	0	170,150	6.00	0.00	6.00
	Customer Service	40,970	305,700	346,670	2.00	0.00	2.00
	<b>Total</b>	<b>7,295,820</b>	<b>7,545,730</b>	<b>14,841,550</b>	<b>125.83</b>	<b>65.40</b>	<b>191.23</b>
Planning and Buildings	Land Use	352,540	125,320	477,860	4.00	3.00	7.00
	Historic Conservation	0	277,290	277,290	0.00	3.00	3.00
	City Planning Administration	314,850	20,710	335,560	2.00	0.00	2.00
	Building Administration	651,040	6,480	657,520	4.00	0.00	4.00
	Customer Services	821,070	0	821,070	11.00	0.00	11.00
	Plan Examination	826,610	0	826,610	8.00	0.00	8.00





Appendix E: FY 2014 All Funds Operating Budget Summary by Program

FY 2014 All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Building Construction Inspections	2,017,030	67,500	2,084,530	23.00	0.00	23.00
	Plumbing Inspections	484,370	0	484,370	7.00	0.00	7.00
	Elevator Inspection	546,350	0	546,350	6.00	0.00	6.00
	<b>Total</b>	<b>6,013,860</b>	<b>497,300</b>	<b>6,511,160</b>	<b>65.00</b>	<b>6.00</b>	<b>71.00</b>
Police	Department of Emergency Communications	0	0	0	0.00	0.00	0.00
	Neighborhood Policing	80,726,750	813,400	81,540,150	669.00	0.00	669.00
	Special Operations	8,625,810	0	8,625,810	87.00	0.00	87.00
	Special Investigations	15,766,100	0	15,766,100	202.00	0.00	202.00
	Operations Support	6,173,680	0	6,173,680	89.00	0.00	89.00
	Personnel Training and Support	3,780,710	0	3,780,710	38.00	0.00	38.00
	Technology Support	2,079,660	0	2,079,660	17.00	0.00	17.00
	General Administration and Support	8,015,740	0	8,015,740	53.00	0.00	53.00
	<b>Total</b>	<b>125,168,450</b>	<b>813,400</b>	<b>125,981,850</b>	<b>1,155.00</b>	<b>0.00</b>	<b>1,155.00</b>
Public Services	Fleet Services	137,300	17,165,040	17,302,340	2.00	67.00	69.00
	Winter Maintenance	773,510	2,280	775,790	0.00	0.00	0.00
	Energy Costs	491,390	0	491,390	0.00	0.00	0.00
	Director's Office	828,650	197,500	1,026,150	8.00	1.00	9.00
	Special Operations	1,080,810	445,480	1,526,290	8.00	5.00	13.00
	Traffic Control, Pavement & Structure Maint.	0	11,143,330	11,143,330	0.00	153.00	153.00
	Residential Collections	12,138,830	123,110	12,261,940	114.00	1.00	115.00
	Right of Way Maintenance	878,610	4,260,160	5,138,770	11.00	39.00	50.00
	Property Management	2,070,830	2,971,410	5,042,240	1.00	28.00	29.00
	<b>Total</b>	<b>18,399,930</b>	<b>36,308,310</b>	<b>54,708,240</b>	<b>144.00</b>	<b>294.00</b>	<b>438.00</b>
Recreation	Support Services	1,536,440	481,980	2,018,420	20.52	3.18	23.70
	West Region Community Center Operations	2,801,070	667,600	3,468,670	38.37	25.57	63.94
	East Region Community Center Operations	2,114,460	792,840	2,907,300	28.13	36.88	65.01
	Central Region Community Center Operations	2,793,370	764,230	3,557,600	40.24	28.76	69.00
	Therapeutic Recreation	735,720	232,820	968,540	13.84	10.23	24.07
	Seniors	195,740	310,570	506,310	2.00	10.09	12.09
	Indoor/Facility Maintenance	1,053,740	753,320	1,807,060	10.78	5.00	15.78
	Outdoor Maintenance	3,087,600	0	3,087,600	46.37	0.00	46.37
	Golf	0	6,789,850	6,789,850	0.00	2.00	2.00
	Athletics	535,430	570,580	1,106,010	5.21	6.77	11.98
	Aquatics	1,202,650	592,720	1,795,370	46.79	10.98	57.77
	Planning & Development	43,940	2,120	46,060	8.00	2.33	10.33
	<b>Total</b>	<b>16,100,160</b>	<b>11,958,630</b>	<b>28,058,790</b>	<b>260.25</b>	<b>141.79</b>	<b>402.04</b>
Retirement	Department of Retirement	0	0	0	0.00	0.00	0.00
Sewers	Stormwater - Admin. & Financial Management	0	889,270	889,270	0.00	3.00	3.00
	Stormwater - Engineering	0	2,741,720	2,741,720	0.00	8.00	8.00
	Stormwater - Operations & Maintenance	0	3,866,380	3,866,380	0.00	11.00	11.00

# Appendices

## Appendix E: FY 2014 All Funds Operating Budget Summary by Program



### FY 2014 All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Stormwater - NPDES Compliance	0	0	0	0.00	0.00	0.00
	Stormwater - Flood Control	0	0	0	0.00	0.00	0.00
	Office of the Director/Administration	0	19,516,830	19,516,830	0.00	58.00	58.00
	Wastewater Engineering	0	116,641,200	116,641,200	0.00	128.00	128.00
	Information Technology	0	5,998,400	5,998,400	0.00	26.73	26.73
	Wastewater Treatment	0	45,126,310	45,126,310	0.00	258.00	258.00
	Wastewater Collection	0	23,207,100	23,207,100	0.00	162.00	162.00
	Industrial Waste	0	6,705,760	6,705,760	0.00	63.73	63.73
	Sewer Backup Response Program	0	5,802,710	5,802,710	0.00	3.00	3.00
	<b>Total</b>	<b>0</b>	<b>230,495,680</b>	<b>230,495,680</b>	<b>0.00</b>	<b>721.46</b>	<b>721.46</b>
Transportation & Engineering	Director's Office	552,480	706,850	1,259,330	8.00	7.00	15.00
	Transportation Planning and Urban Design	64,940	437,330	502,270	2.00	13.75	15.75
	Engineering	327,540	2,763,830	3,091,370	9.00	91.65	100.65
	Traffic Engineering	2,185,550	2,453,510	4,639,060	2.00	25.00	27.00
	General Aviation	0	1,776,350	1,776,350	0.00	13.00	13.00
	<b>Total</b>	<b>3,130,510</b>	<b>8,137,870</b>	<b>11,268,380</b>	<b>21.00</b>	<b>150.40</b>	<b>171.40</b>
Water Works	Departmental Support Services	0	63,336,120	63,336,120	0.00	104.49	104.49
	Commercial Services	0	7,875,310	7,875,310	0.00	76.12	76.12
	Supply	0	25,663,600	25,663,600	0.00	149.00	149.00
	Distribution	0	19,965,740	19,965,740	0.00	167.00	167.00
	Water Quality Science & Treatment	0	9,917,990	9,917,990	0.00	42.46	42.46
	Engineering	0	6,012,800	6,012,800	0.00	92.74	92.74
	<b>Total</b>	<b>0</b>	<b>132,771,560</b>	<b>132,771,560</b>	<b>0.00</b>	<b>631.81</b>	<b>631.81</b>



## **GLOSSARY OF TERMS**

**ARRA:** See American Recovery and Reinvestment Act.

**ACCRUAL BASIS:** Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

**ADOPTED BUDGET:** The budget as approved by City Council at the beginning of the fiscal year.

**AGENCY:** An organizational entity of the City of Cincinnati. Usually it relates to a subordinate division of a Department, such as an operating Division.

**AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA):** Legislation designed to stimulate the economy through significant investments by the federal government in state and local projects.

**APPROPRIATION:** Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

**ASSET:** Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

**BALANCED BUDGET:** A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year. See also Structurally Balanced Budget.

**BASE BUDGET:** See Continuation Services Budget.

**BIENNIAL BUDGET:** A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The former biennial budget cycle was based on a fiscal year that aligned with the calendar year such as 2011/2012. Due to the change in fiscal year commencing July 1, 2013, the biennial cycle will include Fiscal Years 2014-2015 which will include the period from July 1, 2013 to June 30, 2015, to be followed by FY 2016-2017, and so on.

**BOND:** A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

**BOND (CREDIT) RATING:** The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.

**BUDGET:** A comprehensive financial plan of operations for a given time period that aims to balance the allocation of limited resources among competing programs.



**CAFR:** See Comprehensive Annual Financial Report.

**CALENDAR YEAR (CY):** The 12 month period from January 1 through December 31 in any year. The City used to operate on a calendar year budget, but will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

**CAPITAL BUDGET COMMITTEE:** A committee chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This committee meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

**CAPITAL INVESTMENT PROGRAM (CIP):** The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

**CAPITAL PROJECT FUND:** Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new city hall or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

**CAPITAL OUTLAY:** Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

**CARRYOVER BALANCE:** The net balance in a fund at the end of the fiscal year due to prior year net balance, expenditure savings, canceled encumbrances, or revenues in excess of estimates for that year. Savings exist when total expenditures and encumbrances are less than the appropriations. Canceled encumbrances result from the completion of a contract at a cost less than the encumbered amount.

**CDBG:** See Community Development Block Grant.

**CHRIS:** See Cincinnati Human Resources Information System.

**CINCINNATI BUDGET SYSTEM (CBS):** An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

**CINCINNATI FINANCIAL SYSTEM (CFS):** An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

**CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS):** A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

**CIP:** See Capital Investment Program.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** The Federal grant which supports housing, economic development, health and human services, and planning and administration.



**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report that summarizes financial data for the previous fiscal year in a standardized format.

**CONSOLIDATED PLAN:** A comprehensive plan required by the U.S. Department of Housing and Urban Development for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Solutions Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

**CONTINUATION SERVICES BUDGET:** A budget in which the City provides nearly the same level of services which were provided in the previous year, which is also referred to as a base budget.

**CONTRACT AGENCIES:** Entities the City contracts with to provide services, such as the Cincinnati Human Relations Commission (CHRC) and the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

**DEBT:** A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

**DEBT SERVICE:** Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

**DEPARTMENT:** A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

**EARLY RETIREMENT INCENTIVE PLAN (ERIP):** The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

**EBC:** See Executive Budget Committee.

**EFFECTIVENESS MEASURE:** Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

**EFFICIENCY MEASURE:** Indicators measures productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

**ELECTRONIC GOVERNMENT:** (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

## Appendices



### Appendix F: Glossary of Terms

**EMERGENCY RESERVE ACCOUNT:** Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

**EMERGENCY SOLUTIONS GRANT (ESG):** Federal funds to provide capital and operating support for emergency shelters, transitional housing and homelessness prevention services for homeless individuals and families.

**EMPLOYEE BENEFITS:** City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP).

**ENCUMBRANCE:** An amount of money committed for the payment of goods or services ordered but not yet received.

**ENTERPRISE FUNDS:** A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

**EQUIPMENT ACCOUNTS:** Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

**ERIP:** See Early Retirement Incentive Plan.

**ESG:** See Emergency Solutions Grant.

**ESTIMATED ACTUAL:** Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the year with the most current information available to be used to help project resources and expenditures for future years.

**ESTIMATED PERSONNEL COSTS:** This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

**EXCEPTION REQUEST:** Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

**EXECUTIVE BUDGET COMMITTEE (EBC):** The members of this committee are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Manager of Budget and Evaluation. The EBC is the City Manager's administration team to develop budget and policy recommendations to the City Council.

**EXPENDITURE:** The cost for the personnel, materials, and equipment required for a department to function.



**FINANCIAL STATEMENTS:** Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), a statement of revenues and expenditures, and a statement of cash flows.

**FISCAL YEAR (FY):** Any period designated as a budget year, which typically includes 12 months. Cincinnati's fiscal year has traditionally been from January 1 through December 31. The City will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

**FTE:** See Full-Time Equivalent.

**FULL-TIME EQUIVALENT (FTE):** FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours of paid time per fiscal year and .75 FTE equals 1566 hours of paid time per fiscal year.

**FUND:** A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

**FUND ACCOUNTING:** Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

**FUND BALANCE:** A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A nonbudgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

**GAAP:** See Generally Accepted Accounting Principles.

**GASB:** See Governmental Accounting Standards Board.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** The measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

**GENERAL FUND:** This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

**GENERAL OBLIGATION BOND -** Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

**GFOA:** See Government Finance Officers Association.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB):** The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.



**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA):** The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**GOVERNMENTAL FUNDS:** Established to account for the receipt and disbursement of financial resources to provide services to the general public.

**GRANT:** Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

**HOME:** HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

**HOPWA:** See Housing Opportunities for Persons With Aids.

**HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA):** A Federal grant program to provide housing for persons with AIDS.

**INDEPENDENT AUDIT:** An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

**INFRASTRUCTURE:** Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

**INTERDEPARTMENTAL CHARGES:** Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Reproduction Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

**INTERFUND TRANSFER:** The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

**INTERNAL SERVICE FUNDS:** A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

**MERIT INCREASE:** An increase to an individual's base pay rate based on performance.

**MILL/MILLAGE:** A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

**MISSION:** The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.





**MODIFIED ACCRUAL BASIS:** A method of accounting in which revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

**NON-DEPARTMENTAL:** Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

**NON-PERSONNEL SERVICES:** Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

**OPERATING BUDGET:** The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

**OPERATING BUDGET IMPACT:** The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

**ORDINANCE:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OTHER RESTRICTED FUNDS:** Category that typically represents grants or single purpose funds which are restricted to meeting the operational requirements of grants and contributions.

**PERFORMANCE MEASURE:** A quantifiable measure to assess how well the organization carries out specific functions or processes.

**PERFORMANCE-BASED PROGRAM BUDGETING:** A system of planning, budgeting, and evaluation that emphasizes the relationship between money budgeted and results expected.

**PERSONNEL SERVICES:** Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object code 7100 in the Cincinnati Financial System).

**POSITION VACANCY ALLOWANCE (PVA):** An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.

**PRINCIPAL RESTRICTED FUNDS:** Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

**PRIOR YEAR ENCUMBRANCES:** Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to a reserved part of a prior year appropriation. These encumbrances cease when the obligations are paid or otherwise terminated.

**PROGRAM:** A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

## Appendices

### Appendix F: Glossary of Terms



**PROGRAM BUDGET:** A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

**PROPRIETARY FUNDS:** Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

**RESERVE FOR CONTINGENCIES:** An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES:** Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

**RESTRICTED FUNDS:** Funds restricted to a specific purpose, such as Parking, Lunken Airport, and Municipal Golf Funds.

**REVENUE BOND** - A special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

**REVENUES:** The annual income or receipts of the City from taxes, charges, and investments.

**SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES:** Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

**SPECIAL REVENUE FUND:** Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

**STAFFING LEVELS:** Estimated number of FTE needed to perform the work at a stated level of service.

**STEP INCREASE:** Periodic pay grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

**STRUCTURALLY BALANCED BUDGET:** A budget that provides for annual total expenditures and encumbrances which are equal to or less than the annual revenue estimate for the fund. See also Balanced Budget.

**STUB BUDGET:** A fiscal year consisting of less than 12 months. To facilitate the City's transition to a fiscal year commencing July 1, 2013 a six month stub budget was enacted for the period of January 1, 2013 to June 30, 2013.



**TAXING AUTHORITY:** A statutory authority given to a governmental body to levy and collect taxes for public purposes.

**TRANSIENT OCCUPANCY TAX:** The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

**TRUST FUND:** A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

**UNAPPROPRIATED SURPLUS:** The amount of 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:** A liability resulting from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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City of Cincinnati  
Ohio

Fiscal Years 2014-2015  
All Funds Budget

Volume II: Approved  
Biennial Capital Budget

FY 2013/2014-2019  
Capital Investment Program



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# City of Cincinnati

## Fiscal Years 2014-2015 All Funds Budget



### **Approved Biennial Capital Budget Volume II: FY 2013/2014-2019 Capital Investment Program**

#### **Mayor**

Mark Mallory

#### **Members of City Council**

Roxanne Qualls (Vice Mayor)

Laure Quinlivan

Chris Seelbach

Yvette Simpson

P.G. Sittenfeld

Christopher Smitherman

Pamula Thomas

Charlie Winburn

Wendell Young

#### **City Administration**

Milton Dohoney, Jr., City Manager

Scott Stiles, Assistant City Manager

David Holmes, Assistant City Manager

Lea D. Eriksen, Budget Director

Reginald Zeno, Finance Director

Kathleen A. Creager, Assistant Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cincinnati**

**Ohio**

For the Biennium Beginning

**January 1, 2011**

*Christopher P. Merrill*      *Jeffrey P. Bower*

President

Executive Director

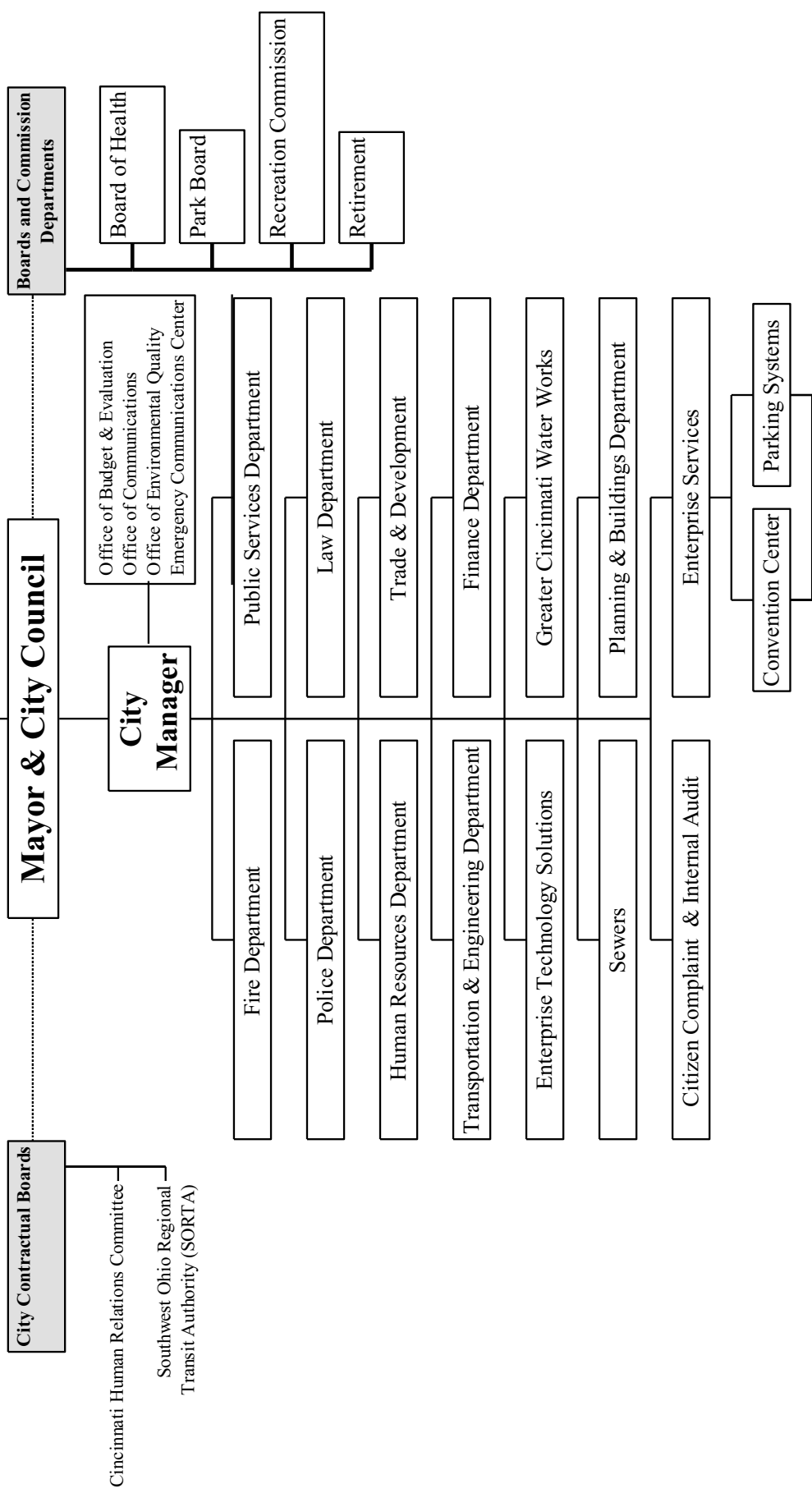
The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 2011.

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

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



# Citizens of Cincinnati



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Monica Morton, Supervising Accountant  
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Office of the City Manager	Elizabeth Wetzel		Robert Hall
Budget & Evaluation	Mary Moore-James		Brien Phillips
Communications	Bob Merz		Robert Armacost
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Duke Energy Convention Center	Alice Hocter	Sewers	Mark Filippi
Enterprise Technology Solutions	Gerry Torres	Transportation & Engineering	Amy May
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Purchasing	Bobbi Hageman		
Fire	Ronnise Handy		
	Waleia Jackson		
Health	Robert Schlanz		
	Jim Wimberg		
Human Resources	Lisa Berning		
Law	Kim Proffitt		
Parking Facilities	Doug Smith		
Parks	Marijane Klug		
Planning & Buildings	Loretta Howard		
Police	Ella Topham		

The City of Cincinnati's Approved FY 2014-2015 Biennial Budget volumes are also available via the City of Cincinnati's web site – [www.cincinnati-oh.gov](http://www.cincinnati-oh.gov). Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.



**APPROVED FISCAL YEARS 2014/2015 BIENNIAL BUDGET  
FY 2013/14-2019 CAPITAL INVESTMENT PROGRAM  
VOLUME 2**

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## INTRODUCTION

This document includes the Approved Fiscal Years (FY) 2013/14-2015 Capital Budget for the City of Cincinnati. The Capital Budget, which provides funding for improvements with a useful life of at least five years, includes General Capital projects, Restricted Funds Capital projects, and projects supported with Federal and State Capital Grant Matching Funds. This budget represents the first two years of a six-year Capital Investment Program.

Following this introductory section is the Executive Overview, which is followed by two summary reports: Projects by Program and Projects by Neighborhood. The summary reports are followed by the Operating Budget Impact report, which provides a description of the Capital Budget's impact on the Operating Budget. An individual section for each departmental FY 2013/14-2019 Capital Improvement Program follows the Operating Budget Impact report.

Please note: In 2013 the City of Cincinnati changed from a calendar fiscal year to a fiscal year that begins July 1, 2013 and ends June 30, 2014. For this Approved FY 2013/14-2015 Capital Budget, the first year of the biennium actually represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year. The 2015 fiscal year represents the twelve months beginning July 1, 2014 and ending June 30, 2015.

### Approved Capital Budget – Overview

(In \$ Millions)

Approved All Funds Capital Budget Summary					
	2012	2013-14	% Change 2012 to 2013-14	2015	% Change 2013-14 to 2015
General Capital	\$ 54.8	\$ 95.3	73.9%	\$ 53.1	-44.3%
Restricted Funds Capital	295.4	400.4	35.5%	332.1	-17.1%
Special Revenue Capital	0.6	0.4	-33.3%	0.3	-25.0%
Federal/State Capital Matching Funds	10.7	1.1	-89.7%	21.1	1818.2%
<b>Total All Funds:</b>	<b>\$ 361.5</b>	<b>\$ 497.2</b>	<b>37.5%</b>	<b>\$ 406.6</b>	<b>-18.2%</b>

The All Funds Capital Budget totals \$903.8 million: \$497.2 million for FY 2013/14 and \$406.6 million for FY 2015. When compared to the FY 2012 All Funds Capital Budget, the FY 2013/14 budget increases by 37.5%. In FY 2015, the budget decreases by 18.2% when compared to FY 2013/14. The Capital Budget will vary somewhat from year-to-year to reflect timing of projects and changes in resources. In FY 2013/14, the significant budget increase is partially due to the budget covering 18 months to adjust to a new fiscal year.

For FY 2013/14, the \$135.7 million net increase over the FY 2012 All Funds Capital Budget occurs primarily because of the following changes:

- A \$105.0 million net increase in Restricted Funds Capital due to the following changes: 1) a \$59.6 million increase in Metropolitan Sewer District projects, primarily resulting from increases required by the Global Consent Decree which is intended to minimize the discharge of sewage and untreated wastewater into the environment as required by the Clean Water Act; 2) a \$47.0 million increase in Greater Cincinnati Water Works projects, primarily due to FY 2013/14 repre-



senting 18 months of funding because of the transition to a new fiscal year; 3) a decrease of \$1.1 million related to improvements to the City's parking assets; and 4) a net decrease of \$0.5 million in other restricted funds;

- A General Capital net increase of \$40.5 million due to an increase of \$27.9 million in the Property Tax Supported Bonds resource due to an increase in for additional capital investment; an increase of \$9.5 million in the Southern Railway Note Proceeds resource; an increase of \$5.4 million in the Income Tax Proceeds resource; a decrease of \$2.0 million in the Income Tax Supported Bonds resource; and a decrease of \$260,000 in Reprogramming resources. (Please note: In FY 2013/14, the Southern Railway Note Proceeds resource and the Income Tax Proceeds resource have each been increased to reflect receipts to the City for the additional six-month period of January 1, 2013 through June 30, 2013 to adjust for the transition to the new fiscal year.);
- A net decrease in Federal and State Capital Grant Matching Funds of \$9.6 million. It should be noted that these amounts vary depending on the timing of planned projects. In FY 2013/14, grant funding from the Ohio Department of Transportation in the amount of \$1.0 million is anticipated for the rehabilitation of Reading Road and \$150,000 is anticipated in Federal Aviation Administration grant funding; and
- A decrease of \$0.2 million Special Revenue Capital funding.

The budget decrease of \$90.6 million in FY 2015 when compared to FY 2013/2014 occurs primarily because of the following changes:

- A \$68.3 million net decrease in Restricted Funds Capital due to the following changes: 1) a reduction of \$40.6 million in Greater Cincinnati Water Works projects, which is primarily due to FY 2015 representing 12 months of funding and 2013/14 representing 18 months of funding because of the transition to a new fiscal year; 2) a reduction of \$27.6 million in Metropolitan Sewer District projects, primarily resulting from a reduction of \$64.9 million for the Werk and Westbourne Enhanced High Rate Treatment Facility project, which is partially offset by increases for several sewer separation projects and projects for changes to pump stations; and 4) a net decrease of \$0.1 million in other restricted funds;
- A net decrease of \$42.2 million in General Capital resources due to a reduction of \$27.9 million in the Property Tax Supported Bonds resource (representing the elimination of the one-time property tax resource increase in 2013); a reduction of \$9.1 million in the Southern Railway Note Proceeds resource; a reduction of \$4.2 million in the Income Tax Proceeds resource; a reduction of \$1.0 million in the Income Tax Supported Bonds resource; and a decrease of \$70,000 in Reprogramming resources. (Please note: Reductions to Southern Railway Note Proceeds and Income Tax Proceeds reflect a return to 12 months of receipts rather than 18 months during FY 2013/14 to adjust for the transition to a new fiscal year.);
- A net increase of \$20.0 million in Federal and State Capital Grant Matching Funds; and
- A decrease of \$0.1 million in Special Revenue Capital funding.



GENERAL CAPITAL INVESTMENT HIGHLIGHTS

Resources

(In \$ Millions)

GENERAL CAPITAL RESOURCES		
	2013-14	2015
Property Tax Supported Bonds	\$ 42.9	\$ 15.0
Southern Railway Note Proceeds	27.8	18.7
City Income Tax	16.0	11.9
Income Tax Supported Debt	8.0	7.0
Reprogramming	0.6	0.5
<b>Total Resources:</b>	<b>\$ 95.3</b>	<b>\$ 53.1</b>

The FY 2013/14-2015 General Capital Budget is balanced to estimated resources. For FY 2013/14, the estimated General Capital Budget resources total \$95.3 million, while the estimated resources for FY 2015 total \$53.1 million. Please refer to the Executive Overview of this document for a detailed description of the General Capital resources.

Expenditures

The following is a list of expenditure highlights in the General Capital Budget.

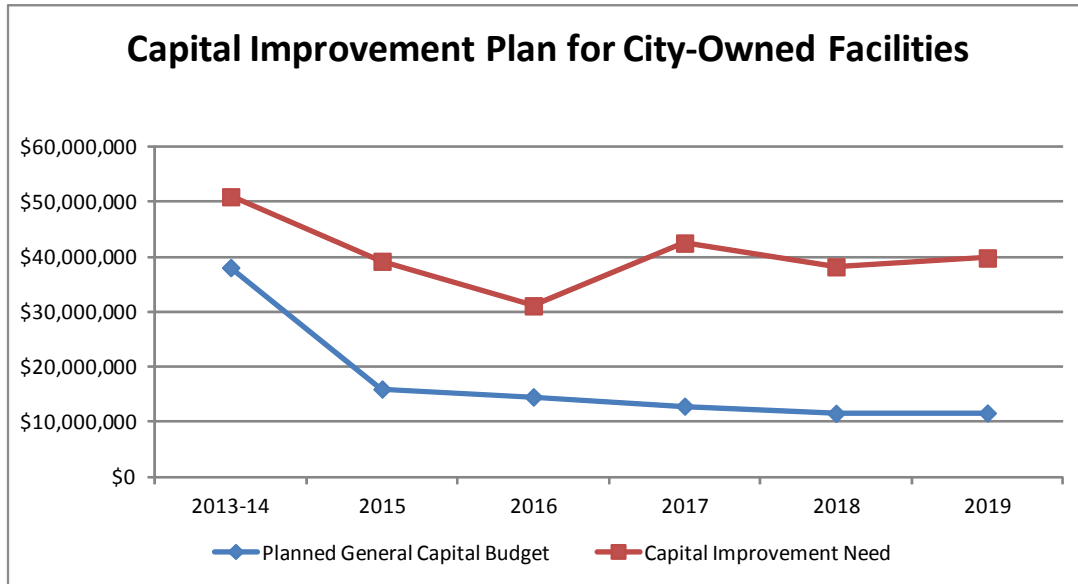
1. **\$54.1 Million to Renovate/Replace City Facilities.** The General Capital Budget includes a total of \$38.1 million in FY 2013/14 and \$16.0 million in FY 2015 to renovate or replace existing City-owned facilities. Renovation funding includes \$12.0 million for Recreation facilities, \$10.4 million for Park facilities (which includes \$4.0 million for the Cincinnati Riverfront Park project), and \$468,900 for Health facilities. The City Facility Renovation and Repairs project is included at a funding level of \$8.6 million over the biennium (which includes \$4.1 million to restore funding that was allocated first to the Courtyard Atrium project in 2012 and then to the Music Hall Renovations project) and the Music Hall Renovations project is included for \$4.0 million. This project will support major renovations to Music Hall in partnership with the Music Hall Revitalization Company. The Community Facilities Improvement project is included for \$800,000 and funding for the Findlay Market Improvement project totals \$210,600.

The General Capital Budget includes \$17.6 million over the biennium for replacement of City facilities. This funding includes \$15.2 million in FY 2013/14 to replace Police District Three on the west side of Cincinnati. Funding for this project was approved by the City Council for FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). The remaining funding for the replacement of City facilities over the biennium will be used for land acquisition, design, and construction of a replacement fire station in Pleasant Ridge, Madisonville, or South Fairmount.

It should be noted that the total estimated capital improvements "need" for City-owned facilities for FY 2013/14-2019 totals \$241.9 million, while the planned allocation amount for improvements to City facilities is \$102.9 million, generating a shortfall of \$139.0 million. In just the biennium, the total need is \$90.2 million, the approved budget totals \$54.1 million, and the estimated shortfall for capital improvements



for City facilities is \$36.1 million. The following chart illustrates the gap between the planned General Capital Budget spending over the FY 2013/14-2019 Capital Investment Program and the need for capital improvements. (Please note: Planned spending in FY 2013/14 includes an increase in General Capital Budget resources related to an increase in the City’s property tax millage that was approved by the City Council.)



**Significant Non-Recurring Projects**

- Replacement of Police District Three – This project will provide resources to replace the obsolete Police District Three, which was built in 1908. The new facility will provide a modern Police district for the west side of Cincinnati. A total of \$15.3 million has been approved for this project in FY 2013/14. (Funding for this project is included in the Replacement Facilities project.)



Police District Three (current)

- Music Hall Renovations Project – This project will support major renovations to the historic Music Hall in partnership with the Music Hall Revitalization Co.’s \$165 million project. Over the biennium, a total of \$4.0 million has been approved for this project.





- Cincinnati Riverfront Park Project – This project supports development of the new regional park on the riverfront with an estimated total cost of \$120 million. Resources totaling \$4.0 million in FY 2013/14 are anticipated to support improvements to areas south of the Banks Development and east of the Roebling Bridge including, but not limited to, the Walnut Street Trellis and the Main Street Garden and Swings.



Cincinnati Riverfront Park

2. **\$38.0 Million for Street Rehabilitation and Street Improvement Projects.** The General Capital Budget for rehabilitation and improvement of existing streets and roads totals \$22.9 million in FY 2013/14 and \$15.1 million in FY 2015. This includes \$17.7 million and \$9.6 million for the Street Rehabilitation Program in FY 2013/14 and FY 2015, respectively. Over the six-year plan, \$100.9 million is approved for street rehabilitation and street improvements, which includes \$66.4 million for the Street Rehabilitation Program. Funding for the Street Rehabilitation Program is estimated to include sufficient resources for the Department of Transportation and Engineering to rehabilitate an average of at least 100 lane miles per year over the 2013 and 2014 calendar years.

It should be noted that after 2013, the rising cost of construction combined with decreasing outside grant resources will negatively impact the Street Rehabilitation Program. In order for the Department of Transportation and Engineering to rehabilitate a minimum of 100 lane miles per year, additional General Capital resources may be needed to offset rising costs and reduced outside resources dedicated to the program.

The General Capital Budget also includes \$2.7 million in FY 2013/14 and \$2.5 million in FY 2015 for various street and road improvement projects. Major projects include \$1.8 million for the Street Improvements project; \$1.6 million for the Over-the-Rhine Streetscape Improvements project; \$385,600 for the Pavement Management project; \$377,900 for the Curb Ramps-Street Rehabilitation project; and \$336,000 for the Uptown Access Improvements West Martin Luther King Drive project.

In addition to the Street Rehabilitation and Street Improvement projects, \$5.5 million is included for annual infrastructure projects that are not related to streets and buildings. This includes the following projects: \$1.8 million for the Bridge Rehabilitation Program; \$1.3 million for the Wall Stabilization and Landslide Correction Program; \$1.1 million for the Spot Infrastructure Replacement Program; \$1.1 million for the Sidewalk Repair Program; and \$236,000 for the Hillside Stairway Rehabilitation Program.

The All Funds Biennial Capital Budget also includes \$1.1 million in FY 2013/14 and \$21.1 million in FY 2015 from State and Federal transportation matching funds. In FY 2013/14, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for Federal Aviation Administration (FAA) grant funding. In FY 2015, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River



Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in FY 2015.

### **Significant Non-Recurring Projects**

- Uptown Access Improvements West Martin Luther King Drive Project – This project will provide resources to correct the S-curve, which has a high accident rate. A total of \$336,000 has been approved for this project over the biennium.



S-curve on West MLK Drive

- Colerain Corridor Improvements I-74 to Spring Grove Project – This project will support improvements from the I-74 ramp to Spring Grove Avenue and on Blue Rock Street from Colerain to Spring Grove. A total of \$168,000 has been approved for this project over the biennium.
3. **\$17.9 Million for Equipment.** The General Capital Budget for equipment is \$12.3 million and \$5.6 million in FY 2013/14 and FY 2015, respectively. This includes \$9.9 million over the biennium to replace automotive equipment in agencies supported by the General Fund, \$4.7 million for the Wheeled Trash Carts project, \$1.0 million for the Wheeled Recycling Carts project, \$750,000 for the Radio Equipment Replacement project, \$373,000 for the Trash Receptacles project, and \$336,000 for the Computerized Traffic Signal System project. Various other projects totaling \$778,300 have been approved for this category. Over the six-year plan, \$42.6 million is included for equipment. (Please note: Funding for the Radio Equipment Replacement project in the amount of \$750,000 was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects [Resolution No. 42-2012]).

The Fleet Replacements capital project supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Currently, 516 out of 1,034 General Fund vehicles are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. The current estimated cost of replacing automotive equipment that is out of lifecycle is \$38.8 million. Maintaining equipment beyond the recommended lifecycle increases departmental operating budgets for fleet maintenance.



**Significant Non-Recurring Projects**

- Wheeled Trash Carts Project – This project will provide \$4.7 million in FY 2013/14 to purchase trash carts for the City's residential trash collection customers. The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.



Wheeled Trash Cart

- Radio Equipment Replacement Project – This project will provide a total of \$750,000 in FY 2013/14 to replace all out-dated 800 MHz portable radio equipment.
4. **\$11.5 Million for Economic Development.** Economic development initiatives in the General Capital Budget total \$7.3 million in FY 2013/14 and \$4.2 million in FY 2015. Over the biennium, \$3.0 million is included for the Convention Center Expansion project for debt service payments and \$2.6 million is included for the Retail/Commercial Opportunities project, which helps the City attract and retain retail and commercial business downtown. The biennium also includes \$1.8 million for the Neighborhood Business District Public Improvements project. This also includes \$1.0 million in FY 2013/14 for the Business Retention/New Growth project and \$1.0 million for the Viable Small Business Development project. Funding for these two projects was approved by City Council for FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012).

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

**Significant Non-Recurring Projects**

- Business Retention/New Growth Project and the Viable Small Business Development Project – These two projects will help to retain and grow businesses in Cincinnati (especially in the Central Business District) and encourage small business growth. A total of \$2.0 million has been approved for these projects in FY 2013/14.
5. **\$6.2 Million for Market Rate Housing Development Projects.** The budget for developing market rate housing throughout the City totals \$3.3 million in FY 2013/14 and \$2.9 million in FY 2015. Over the six-year plan, \$17.2 million is included for this initiative. These funds will be used for construction, site improvements, and infrastructure development at residential locations. Funding for the Gateway V project will be used for redevelopment of property in Over-the-Rhine in partnership with the Cincinnati Center City Development Corporation. The following table illustrates the total funding for market rate housing.



(In \$ Millions)

<b>MARKET RATE HOUSING</b>			
	2013-14	2015	Six-Year Plan
Gateway V	\$ 1.5	\$ -	\$ 1.5
Citirama	0.8	-	2.5
Neighborhood Market Rate Housing	0.5	0.9	3.0
Downtown Housing Development	0.1	0.7	3.4
Strategic Housing Initiatives Program	-	1.0	4.9
Special Housing Permanent Improv. Funds	0.4	0.3	1.9
<b>TOTAL:</b>	<b>\$ 3.3</b>	<b>\$ 2.9</b>	<b>\$ 17.2</b>

**Significant Non-Recurring Project**

- The Gateway V Project – This project will provide \$1.5 million in FY 2013/14 to redevelop vacant buildings in Over-the-Rhine. The project is expected to create 88 residential units and 7,900 square feet of commercial space.



The Bakery Lofts/Gateway V Project

6. **\$5.1 Million for Information Technology Initiatives and Upgrades.** To continue to support new information technology and upgrades for existing systems, the General Capital Budget includes \$3.2 million in FY 2013/14 and \$1.9 million in FY 2015 for information technology initiatives. Over the biennium, \$2.0 million is included for the new Information Technology Efficiency Initiatives project to promote efficiency for City departments. This project will support mobile computing for Code Enforcement and Building Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops; IT service desk software; mobile device management; backup site and electronic phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments. This project complies with the City Council directive to “scale up technology applications that will increase productivity and reduce costs” (Doc. #200900970).

Approved information technology initiatives over the biennium also include \$850,000 for the Computer Aided Dispatch Upgrades project. Funding for this project was approved by City Council in FY 2013/14 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Other projects include \$384,700 for the Communications Master Plan project, \$325,000 for the Police Mobile Digital Video (In-Car Camera) Storage project, and \$321,350 for the EGov Web Enhancement project. Various other information technology projects totaling \$1.2 million have also been approved. Over the six-year plan, \$12.7 million is included for information technology projects.



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

**Significant Non-Recurring Projects**

- Computer Aided Dispatch Upgrades Project – This project will provide resources to purchase two new servers for the City’s computer aided dispatch system. The system is used for emergency calls for service and to communicate with officers and firefighters in the field. A total of \$850,000 has been approved for this project in FY 2013/14.
  - Records Management System Servers and Storage Project – This project will provide \$100,000 in FY 2013/14 to purchase servers and software for the Fire Department to manage the Record Management System for National Fire Incident Reporting System (NIFRS) data and other internally tracked data.
7. **\$300,000 for the Technology/Communication Center at NURFC.** The General Capital Budget in FY 2013/14 includes \$300,000 for the Technology/Communication Center project at the National Underground Railroad Freedom Center (NURFC). This project will provide resources for construction and installation of equipment for a new information technology and communication center to increase revenue and retain jobs at the NURFC.
8. **\$27.9 Million Additional Resources in 2013.** On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City’s property tax millage for General Capital debt for the next 20 years. This increase is expected to generate an additional \$27.9 million for General Capital resources and the City Council approved the following projects from the increase in resources.



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

**RESTRICTED/SPECIAL REVENUE/MATCHING FUND HIGHLIGHTS**

1. **Metropolitan Sewer District (MSD) Improvements: \$587.2 Million** – The Capital Budget for MSD is \$307.4 million in Calendar Year (CY) 2013 and \$279.8 million in CY 2014. (Please note: The Capital Budget for MSD has remained on a calendar year and has not transitioned to the new fiscal year.) The Wet Weather Improvement Program (WWIP) alone accounts for more than 60% of the funding over the two years: in CY 2013 the WWIP totals \$184.5 million and in CY 2014 the total is \$187.8 million. This program will implement sewer improvements as required by the Global Consent Decree, Clean Water Act regulations, and state and federal mandates.

**Significant Non-Recurring Projects**

Werk and Westbourne Enhanced High Rate Treatment Facility Project – A total of \$64.9 million has been approved for this project in FY 2013/14 to construct a 106 million gallons per day chemically enhanced high rate treatment facility for combined sewage discharges located at the intersection of Werk Road and Westbourne Drive.

- Mill Creek WWTP Solids Handling Improvements Phase I Project – This project will provide resources to optimize and improve the reliability of the Mill Creek Wastewater Treatment Plant





solids handling facilities in Lower Price Hill. A total of \$21.0 million has been approved for this project in FY 2013/14.

- Mill Creek WWTP Anaerobic Digester Conversion Project – This project provides \$14.0 million in FY 2013/14 to convert four digesters to holding/mixing tanks to ensure no sewage solids or gas can be trapped and create a hazardous condition at the Mill Creek Wastewater Treatment Plant.



Anaerobic Digester at Mill Creek Wastewater Treatment Plant

- Sanitary Sewer Overflow 700 Facility Improvements Project – This project provides resources to mitigate impacts of sanitary sewer overflows in the upper reaches of the Mill Creek watershed. A total of \$10.4 million has been approved in FY 2013/14 for this project.

2. **Greater Cincinnati Water Works Capital Improvements: \$141.1 Million** – Capital improvements for the Greater Cincinnati Water Works total \$90.8 million in FY 2013/14 and \$50.3 million in FY 2015. The majority of the approved projects are dedicated to maintaining, replacing, or rehabilitating water mains, pumping stations, and water storage vessels. Continued funding is included in FY 2013/14 to complete installation of Ultraviolet (UV) Disinfection treatment technology at the Richard Miller Treatment Plant. This new treatment technology is intended to maintain compliance with the next round of US Environmental Protection Agency (EPA) Safe Drinking Water regulations. Funding is also included for expansion projects related to two new wholesale customers: the City of Lebanon and South Lebanon.

**Significant Non-Recurring Projects**

- Ultraviolet Disinfection – Miller Plant Project – This project provides \$3.0 million in FY 2013/14 to implement ultraviolet disinfection at the Richard Miller Treatment Plant.



Ultraviolet Disinfection at Miller Treatment Plant

- Madison-Observatory to Isabella Project – This project provides resources to complete the Madison Road corridor improvements with the replacement of one 16-inch and one 48-inch water main. A total of \$4.9 million has been approved for this project in FY 2013/14.
- Bolton Plant Redundant Transmission Main Project – This project will provide resources to install a new transmission main from the well field to the Bolton Plant. A total of \$2.8 million has been approved for this project in FY 2013/14.

3. **Stormwater Management Improvements: \$1.8 Million** – The Stormwater Management Utility Capital Budget includes \$861,000 in FY 2013/14 and \$900,000 in FY 2015. Over the biennium, an amount of



\$500,000 is included for improvements to the Deerfield Creek Channel, \$356,000 is included for repairs to the Barrier Dam, and \$300,000 is included for repairs to both the Duck Creek Channel and the West Fork Channel. Additionally, \$180,000 is included for the installation of 300 feet of porous pavement along Glade Avenue to provide natural infiltration of stormwater and reduce ponding in the street. An amount of \$125,000 has been approved to eliminate an 84-inch concrete pipe along Winton Road.

### **Significant Non-Recurring Project**

- **Barrier Dam Facility Repairs Project** – This project will provide \$356,000 in FY 2013/14 to repair the Barrier Dam to comply with recent findings by the Army Corps of Engineers.



Barrier Dam

4. **Lunken Airport Improvements: \$1.2 Million** – Funding for improvements at Lunken Airport totals \$602,600 in FY 2013/14 and \$629,100 in FY 2015. In both years of the biennium, funding is included for infrastructure improvements, facility improvements, and Federal Aviation Administration (FAA)/Ohio Department of Transportation (ODOT) local match funding.
5. **Convention Center Improvements: \$690,000** – Funding for improvements to the Duke Energy Convention Center totals \$460,000 in FY 2013/14 and \$230,000 in FY 2015. Over the biennium, \$265,000 is included for the Building Equipment project, \$250,000 is included for the Furniture, Fixtures, and Equipment project, and \$175,000 has been approved for the Capital Maintenance project.
6. **Improvements for Parking Facilities: \$200,000** – The Capital Budget for improvements to City parking facilities includes \$100,000 in both FY 2013/14 and FY 2015 for a total of \$200,000 over the biennium. This funding is to provide resources for structural improvements, repair, and maintenance of the City's remaining parking assets.
7. **Federal and State Capital Grant Matching Funds: \$22.2 Million** – The City receives Federal and State matching funds to improve the City's roads and bridges, which vary widely depending on planned projects. Additionally, funds are received annually from the Federal Aviation Administration (FAA) for improvements to Lunken Airport and Blue Ash Airport. Projected Federal and State Capital Matching Funds total \$1.1 and \$21.1 million in FY 2013/14 and FY 2015, respectively. In FY 2013/14, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for FAA grant funding. In FY 2015, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in FY 2015.
8. **Special Revenue Capital: \$750,700** – The Capital Budget for the Special Housing Permanent Improvement Fund (SHPIF) is \$405,400 in FY 2013/14 and \$345,300 in FY 2015. This fund is supported with tax increment payments which are used to assist with the development of market rate housing. In recent years, SHPIF resources have been significantly reduced because the Westin/Star tax increment financing payments have expired.





**SMALE INFRASTRUCTURE APPROPRIATION REQUIREMENTS MET**

In 1988, the voters of the City of Cincinnati approved a 0.1% increase to the municipal income tax on earned income to provide funding for costs related to the construction, operation, and maintenance of the City's infrastructure. Mr. John Smale, Chief Executive Officer of the Procter and Gamble Company in 1986, served as chairman of an independent commission that recommended infrastructure improvements and the tax increase.

As part of the ballot initiative that created the tax-supported revenue stream to support the City's infrastructure, the City is to maintain a base appropriation amount for infrastructure. The base amount is adjusted annually to reflect inflationary increases. The estimated base amount is \$63.4 million in Calendar Year (CY) 2013.

The FY 2013/14-2015 General Capital Budget includes \$64.8 million in FY 2013/14, \$36.5 million in FY 2015, and \$231.2 million over the six-year plan for the renovation and/or replacement of existing City infrastructure assets. The Biennial Capital Budget amounts, combined with Operating Budget infrastructure maintenance commitments of approximately \$32.7 million in each year of the biennium, provide the City with sufficient coverage to meet the legal spending requirements needed to maintain the 0.1% portion of the income tax dedicated to infrastructure.

The following is a list of General Capital Budget expenditure highlights for Smale Infrastructure projects:

**(In \$ Millions)**

<b>SMALE INFRASTRUCTURE PROJECTS</b>		
	<b>Biennial</b>	<b>Six-Year</b>
Neighborhood Street Rehabilitation	\$26.8	\$65.9
City Facility Renovations/Replacements	\$54.1	\$104.8
Street and Road Improvements	\$5.8	\$16.0
Annual Infrastructure Programs	\$5.5	\$19.1
Miscellaneous Smale Programs	\$9.1	\$25.4
<b>TOTAL:</b>	<b>\$101.3</b>	<b>\$231.2</b>

**PLAN CINCINNATI**

Plan Cincinnati, the City's new comprehensive plan, has been adopted by the Cincinnati Planning Commission and approved by the City Council. The new plan will serve as a long-range guide to manage growth, protect the environment, and influence future development. Early in the new biennium, the Administration will review the existing Capital Budget development process to determine changes that may be necessary to incorporate elements of Plan Cincinnati into future capital spending. The Appendix section of this document includes a matrix illustrating each of the five initiative areas in Plan Cincinnati and the approved Capital Budget projects that support each area.

**CONCLUSION**

The first year of the City of Cincinnati's FY 2013/14-2015 Capital Budget represents an 18-month budget period (January 1, 2013 through June 30, 2014) to adjust for the City's transition from a calendar fiscal year to a new fiscal year that begins on July 1 and ends on June 30. The General Capital Budget, Greater Cincinnati Water Works Capital Budget, and the Convention Center Capital Budget each represent estimated resources



for the typical 12-month period along with resources estimated for the additional six-month period. The other funds included in the first period of the FY 2013/14-2015 Capital Budget include estimated resources for a typical 12-month period.

On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City's property tax millage for General Capital debt. This generates additional resources to address serious and significant Capital Budget issues facing our City. This Capital Budget includes those additional resources for FY 2013/14 along with the City Council-approved spending plan for those resources.

The unfortunate reality for the City's General Capital Budget, however, is that the needs of the City's physical assets and infrastructure are far greater than resources available to meet those needs. This General Capital Budget represents a careful review of capital needs and the most prudent strategies for allocating limited resources. The City will continue to analyze the ever-growing infrastructure demands to determine optimal spending plans for insufficient General Capital resources and resources included in the Restricted Capital Funds.



## Capital Investment Program

### Exhibit 1: All Funds Capital Budget Summary

Agency/Account	CY 2012 Approved Budget	FY 2013/2014 Approved	FY 2015 Approved	FY 2013-2019 Approved
<b>GENERAL CAPITAL</b>	54,820,000	95,330,000	53,050,000	343,670,000
<b>RESTRICTED CAPITAL FUNDS</b>				
General Aviation	577,700	602,600	629,100	3,908,000
Convention Center	230,800	460,000	230,000	1,610,000
Income Tax Transit	100,000	100,000	100,000	600,000
Water Works PIF	43,798,000	90,842,000	50,292,000	380,785,000
Stormwater Management	1,548,500	861,000	900,000	6,661,000
Telecommunications Services	30,000	30,000	30,000	180,000
Parking System Facilities	1,249,000	100,000	100,000	600,000
MSD Capital Improvements	247,824,300	307,413,600	279,791,900	1,358,877,700
<b>TOTAL RESTRICTED CAPITAL FUNDS</b>	<b>295,358,300</b>	<b>400,409,200</b>	<b>332,073,000</b>	<b>1,753,221,700</b>
<b>SPECIAL REVENUE CAPITAL FUNDS</b>				
Special Housing PIF	633,400	405,400	345,300	750,700
<b>GRANTS AND MATCHING FUNDS</b>				
Fed Aviation Grants	150,000	150,000	150,000	300,000
Roads/Bridges Grants	10,523,300	1,000,000	20,946,400	21,946,400
<b>TOTAL GRANTS AND MATCHING FUNDS</b>	<b>10,673,300</b>	<b>1,150,000</b>	<b>21,096,400</b>	<b>22,246,400</b>
<b>TOTAL ALL FUNDS CAPITAL BUDGET</b>	<b>361,485,000</b>	<b>497,294,600</b>	<b>406,564,700</b>	<b>2,119,888,800</b>



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## I. INTRODUCTION

A capital improvement or capital project is defined as the purchase or improvement of a City asset, including construction or rehabilitation which provides an asset for the City's use or, in the case of an existing asset, increases the value of the public asset or extends its useful life. Capital improvements are made to improve the value of City assets, and are relatively large expenditure items compared with operating budget items. The City Council may also designate a capital improvement through its authority to establish public policy and identify a public purpose when making capital improvement expenditures. A capital improvement is expected to have a useful life of at least five years, compared to operating budget items which are consumed in the daily delivery of City services.

The nature of a capital improvement lends itself to long-term planning and a combination of financing mechanisms. In Cincinnati, General Capital improvements are primarily funded by property tax-supported bond proceeds, earmarked income tax receipts, and Southern Railway note proceeds. The necessary lead time involved in engineering a project, acquiring and clearing sites, or in securing State or Federal funds may require the funding of project phases over several years. Enterprise and Special Revenue capital projects are generally funded by user fees to operate and maintain facilities, such as the Water Works system.

A six-year Capital Investment Program (CIP) is a plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities, and buildings, all of which enhance the delivery of services and the quality of life in Cincinnati. The Fiscal Year (FY) 2013/14-2019 CIP coordinates the financing and timing of improvements to maximize the value to the public.

This Capital Budget process began with city departments making requests for capital projects. These requests include ongoing projects, improvements to existing assets, previously funded phased projects, and new projects. All department capital project requests were reviewed by the Capital Committee, which is a group of department directors and an Assistant City Manager, chaired by an Assistant City Manager and the Finance Director. The City Manager reviewed the recommendations of the Capital Committee and, in turn, developed the Capital Budget recommendations which were then submitted to the Mayor on November 26, 2012. After reviewing and commenting on the City Manager's recommended Capital Budget, the Mayor presented his Capital Budget to the City Council. Public comment was solicited during public hearings and the City Council approved the FY 2013/14-2015 Biennial Capital Budget on December 14, 2012.

In addition to other review considerations, the Capital Committee used the criteria listed below in developing the Capital Budget. The criteria in descending priority sequence are as follows:

1. Hazard Elimination: to eliminate or reduce definite and immediate health and safety hazards;
2. Legal Mandates: to comply with a court order or other specific legal directive (consent decree, etc.);
3. Regulatory Compliance: self-initiated improvement in compliance with a federal, state, or local rule or regulation affecting capital assets;
4. Project Completion: to finish phased projects with related and already committed or expended funding;
5. Prevent Failure: to systematically, and according to schedule, improve assets which if not periodically improved would fail;



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



**Capital Investment Program**  
**Exhibit 2: General Capital Investment Program**

**FY 2013/14-2019 General Capital Investment Program**

General Capital	CY 2012	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>Program Resources</b>								
Income Tax Capital Revenue	10,650,000	16,010,000	11,850,000	11,460,000	11,450,000	11,445,000	11,435,000	73,650,000
Property Tax Supported Bonds	15,000,000	42,900,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	117,900,000
Southern Railroad Note Proceeds	18,340,000	27,850,000	18,700,000	18,850,000	19,050,000	19,200,000	19,400,000	123,050,000
Income Tax Supported Debt	10,000,000	8,000,000	7,000,000	6,000,000	5,000,000	0	0	26,000,000
Reprogramming	830,000	570,000	500,000	500,000	500,000	500,000	500,000	3,070,000
<b>Total Resources</b>	<b>54,820,000</b>	<b>95,330,000</b>	<b>53,050,000</b>	<b>51,810,000</b>	<b>51,000,000</b>	<b>46,145,000</b>	<b>46,335,000</b>	<b>343,670,000</b>
<b>Program Expenses</b>								
Debt Service Payments	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Economic Development	4,368,700	5,316,800	3,193,600	3,355,700	3,438,900	3,102,600	3,116,500	21,524,100
Environment	150,800	217,000	193,700	203,500	208,600	188,200	189,000	1,200,000
Equipment	7,483,800	15,365,100	7,312,000	7,649,000	7,912,800	7,145,700	7,159,300	52,543,900
Housing_Neighborhood Development	3,243,100	6,471,900	2,790,900	2,874,300	2,829,000	2,710,900	2,723,200	20,400,200
Infrastructure(Smale Commission)	37,648,600	64,652,300	36,467,000	35,497,500	33,913,700	30,094,600	30,439,200	231,064,300
New Infrastructure	925,000	1,306,900	2,092,800	1,230,000	1,697,000	1,903,000	1,707,800	9,937,500
<b>Total Expenses</b>	<b>54,820,000</b>	<b>95,330,000</b>	<b>53,050,000</b>	<b>51,810,000</b>	<b>51,000,000</b>	<b>46,145,000</b>	<b>46,335,000</b>	<b>343,670,000</b>
<b>Available Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## II. ANALYSIS OF AVAILABLE RESOURCES

### GENERAL CAPITAL RESOURCES

The total FY 2013/14-2019 General Capital Investment Program forecast is \$343.7 million in available resources over six years (see Exhibit 2, [page 19](#)). For the six-year period, program resources equal the approved program expenses for all projects in the amount of \$343.7 million. Estimated resources for FY 2013/14 are \$95.3 million and for FY 2015 are \$53.1 million, which match the approved project amounts for FY 2013/14 and FY 2015. What follows in this section is a description of each resource category for the General Capital Budget.

#### City Income Tax

The City Income Tax is a locally levied tax applied to gross salaries, wages, and other personal compensation, and net profits earned by all City residents and to earnings of nonresidents working in the City limits. The City's income tax of 2.1% is subdivided into four components: general operations (1.55%), transit (0.3%), infrastructure (0.1%), and capital (0.15%). The 0.1% portion of the 2.1% City Income Tax, along with the local motor vehicle license tax and gasoline tax, is dedicated to infrastructure spending, but is not included as a capital resource. These resources go into special revenue funds, which are used in the operating budget for the maintenance and repair of infrastructure, but this can also be used for infrastructure capital in accordance with each resource's definition of eligibility per statute or ordinance. These resources will be presented for the City Council's review in the biennial Operating Budget.

As shown in Exhibit 2, City Income Tax resources for FY 2013/14 and FY 2015 are \$16.0 million and 11.9 million, respectively. The FY 2013/14-2019 total City Income Tax resource is \$73.7 million. (Exhibit 3, [page 22](#) provides a percentage breakdown of total program resources for FY 2013/14-2015.)

#### Property Tax Supported Bonds

The assessed valuation of property within the City subject to ad valorem taxes includes real property, public utilities property, and tangible personal property. In accordance with State law, some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there are sufficient tax proceeds for the payment of the debt service on the bonds. The estimate for Property Tax Supported Bonds (unvoted bonds) in Exhibit 2 reflects property tax millage of 6.25 mills to meet the debt service requirements. Please note: The City Council approved an increase to the City's property tax millage for General Capital debt for the next 20 years, which is expected to generate \$27.9 million in 2013 for targeted investments. The City is well within the unvoted statutory debt limitation of 5 ½% of assessed value in the City.

As shown in Exhibit 2, the Property Tax Supported Bonds resource for FY 2013/14 is \$42.9 million and for FY 2015 is \$15.0 million. The FY 2013/14-2019 total Property Tax Supported Bonds resource is \$117.9 million, with \$15.0 million each year from FY 2015 through FY 2019.

Approximately 80% of the City's current outstanding general obligation property tax and self-supported debt of \$505 million will be retired by December 31, 2024. Credit quality and affordability issues, used by bond rating agencies to determine the City's bond rating, continue to be positive indicators for the City. The per capita debt of \$3,698 and debt outstanding of 7.46% of the market value of taxable property are two examples.

Although the City currently utilizes general obligation bonded debt for self-supporting bond issues (such as urban renewal/economic development, parking system, and recreational facilities), self-supporting revenue sources have been, and are expected to be, sufficient to pay principal and interest requirements on all self-





supporting debt. Beginning in 2000, the City Council approved a policy to use revenue bonds to support future Water Works capital projects.

The City also issues bonds with debt service to be paid by a portion of the 0.15% income tax earmarked for capital purposes. This strategy has been utilized by the City Council to leverage funds for special projects such as emerging development opportunities. The City uses this strategy sparingly, in order to have funds available for pay-as-you go (cash) projects.

### **Southern Railway Note Proceeds**

Cincinnati owns the Cincinnati Southern Railway and leases its use. In 1987, the City renegotiated the terms of the lease for a more favorable annual income. The City Council endorsed a policy by resolution to dedicate funds generated by the Southern Railway to infrastructure projects. The notes issued and interest income provides a resource for infrastructure projects.

As shown in Exhibit 2, the Southern Railway Note Proceeds resource for FY 2013/14 is \$27.9 million and for FY 2015 is \$18.7 million. The FY 2013-2019 Southern Railway Note Proceeds resource totals \$123.1 million.

### **Income Tax Supported Debt**

The Approved FY 2013/14-2015 Biennial Capital Budget and the FY 2013/14-2019 Capital Investment Program includes the use of City Income Tax Supported Debt as a resource for project expenditures. The ability to use City Income Tax proceeds to support debt will be determined annually by forecasted income tax revenues.

As shown in Exhibit 2, the Income Tax Supported Debt resource is \$8.0 million in FY 2013/14 and \$7.0 million in FY 2015. The FY 2013-2019 total Income Tax Supported Debt resource is \$26.0 million.

### **Reprogramming Resources**

Reprogramming resources are unused funds recaptured from projects that are completed. The remaining balances are available and recommended for use in new projects. As shown in Exhibit 2, the FY 2013/14 Reprogramming resource amount is \$570,000 and the FY 2015 resource amount is \$500,000. For FY 2013-2019, Reprogramming Resources total \$3.1 million.

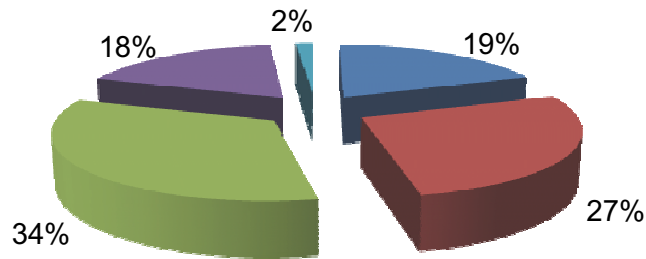
# Capital Investment Program

## Exhibit 3: General Capital Investment Program



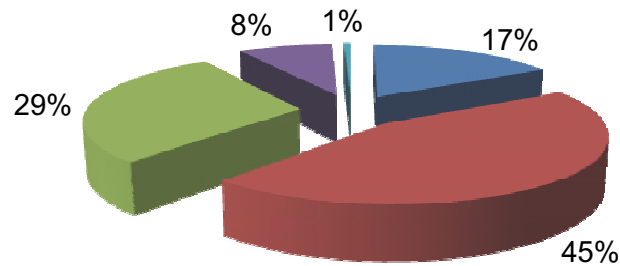
### TOTAL PROGRAM RESOURCES

#### CY 2012



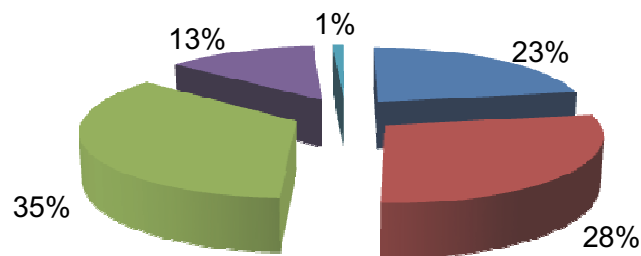
**\$54,820,000**

#### FY 2013/2014



**\$95,330,000**

#### FY 2015



**\$53,050,000**

- Income Tax Capital Revenue
- Property Tax Supported Bonds
- Southern Railroad Note Proceeds
- Income Tax Supported Debt
- Reprogramming



### **III. ANALYSIS OF EXPENDITURES**

#### **GENERAL CAPITAL FUND EXPENDITURES**

Planned General Capital projects for the FY 2013/14-2019 Capital Investment Program total \$343.7 million, which matches the total estimated resources for FY 2013/14-2019 of \$343.7 million. For the FY 2013/14-2015 General Capital Budget, approved projects total \$148.9 million (\$95.3 million in FY 2013/14 and \$53.1 million in FY 2015) which is balanced to resources.

The following table illustrates the General Capital projects over the FY 2013/14-2015 biennium by Expenditure Category in each department. (Please see Exhibit 4, [page 24](#).) The table also shows the total in each department for the FY 2013/14-2019 six-year plan for each Expenditure Category. These categories include: Debt Service Payments, Economic Development, Environment, Equipment, Housing and Neighborhood Development, Infrastructure (Smale Commission), and New Infrastructure. The Debt Service Payments category was added in 2002. This category includes a project related to the City's commitment for the expansion of the Duke Energy Convention Center. The New Infrastructure category was added for the 1997/1998 Biennial Budget to distinguish new capital improvements from Infrastructure (Smale Commission) projects, which provide for the renovation or replacement of existing City assets.

Exhibit 5 on [page 27](#) provides a percentage breakdown of expenditures in the General Capital Budget by expenditure category for FY 2013/14 and FY 2015.

For a complete description of the General Capital projects, please refer to the separate departmental sections in this document.

# Capital Investment Program

## Exhibit 4: Approved Projects by Expenditure Category



### General Capital

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013-2015 Total	FY 2013-2019 Total
<b>Expenditure Category: Debt Service Payments</b>					
Department: Transportation & Engineering					
35	Convention Center Expansion	2,000,000	1,000,000	3,000,000	7,000,000
<b>Debt Service Payments Total</b>		<b>2,000,000</b>	<b>1,000,000</b>	<b>3,000,000</b>	<b>7,000,000</b>
<b>Expenditure Category: Economic Development</b>					
Department: Public Services					
10	Tech/Comm Ctr NURFC	300,000	0	300,000	300,000
Department: Trade and Development					
4	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400	7,832,900
9	Strategic Program for Urban Redevelopment	100,000	300,000	400,000	1,400,000
10	Tax Incentive/Enterprise Zone	100,000	100,000	200,000	600,000
11	Business Retention/New Growth	1,000,000	0	1,000,000	1,000,000
12	Viable Small Business Development	1,000,000	0	1,000,000	1,000,000
13	Neighborhood Business District Improvements	900,000	900,000	1,800,000	5,500,000
14	Commercial & Industrial Public Improvements	350,000	350,000	700,000	2,150,000
15	Community Development Focus District	250,000	250,000	500,000	1,600,000
16	Neighborhood Business Property Holding	22,000	25,000	47,000	141,200
<b>Economic Development Total</b>		<b>5,316,800</b>	<b>3,193,600</b>	<b>8,510,400</b>	<b>21,524,100</b>
<b>Expenditure Category: Environment</b>					
Department: City Manager					
1	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100	457,600
2	Center Hill Gas & Leachate	143,500	112,100	255,600	682,400
5	Emergency Environmental Cleanup/UST	10,000	10,000	20,000	60,000
<b>Environment Total</b>		<b>217,000</b>	<b>193,700</b>	<b>410,700</b>	<b>1,200,000</b>
<b>Expenditure Category: Equipment</b>					
Department: City Manager					
3	Wheeled Recycling Carts	535,500	471,900	1,007,400	2,790,800
4	Computer Aided Dispatch Upgrades	850,000	0	850,000	850,000
Department: Enterprise Technology Solutions					
1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000	6,000,000
2	Communications Master Plan	306,700	78,000	384,700	1,154,900
3	Data Infrastructure Security	56,300	105,900	162,200	433,400
4	Cincinnati Financial System Upgrades	22,200	22,200	44,400	174,600
5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350	853,100
6	CAGIS Infrastructure	58,500	59,450	117,950	468,800
8	Data Management Solution	0	102,300	102,300	102,300
9	Active Directory / Server Consolidation	185,100	100,000	285,100	1,202,300
Department: Finance					
1	Licensing Software & A/R Collection Sys.	10,000	0	10,000	10,000
Department: Fire					
1	Radio Equipment Replacement	750,000	0	750,000	750,000
2	Records Management System Servers and Storage	100,000	0	100,000	100,000
5	Apparatus Door Closers	94,900	0	94,900	94,900
6	High Rise Equipment	57,700	48,500	106,200	106,200
8	CFD Driving Simulator	0	200,000	200,000	200,000
9	Appliances for Existing Firehouses	0	62,200	62,200	124,300



# Capital Investment Program

## Exhibit 4: Approved Projects by Expenditure Category

### General Capital

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013-2015 Total	FY 2013-2019 Total
11	Westwood Firehouse Furnishings	75,000	0	75,000	75,000
12	Personal Protective Equipment	180,000	0	180,000	180,000
<b>Department: Health</b>					
2	Health IT Equipment	172,000	0	172,000	172,000
3	Dental Software	60,000	0	60,000	60,000
<b>Department: Police</b>					
2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000	325,000
<b>Department: Public Services</b>					
4	Fleet Replacements	5,456,700	4,484,700	9,941,400	29,655,800
9	Trash Receptacles	186,500	186,500	373,000	1,119,000
11	Wheeled Trash Carts	4,700,000	0	4,700,000	4,700,000
<b>Department: Transportation &amp; Engineering</b>					
1	Information Systems Acquisition	123,000	129,000	252,000	841,500
<b>Equipment Total</b>		<b>15,365,100</b>	<b>7,312,000</b>	<b>22,677,100</b>	<b>52,543,900</b>
<b>Expenditure Category: Housing_Neighborhood Development</b>					
<b>Department: Planning and Buildings</b>					
1	Neighborhood Studies	77,100	81,700	158,800	491,500
<b>Department: Trade and Development</b>					
1	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500	3,245,500
2	Strategic Housing Initiatives Program	0	986,200	986,200	4,895,300
3	Homeless to Homes	1,400,000	0	1,400,000	1,400,000
5	Downtown Housing Development	77,300	653,000	730,300	3,417,900
6	Citirama	800,000	0	800,000	2,450,000
7	Neighborhood Market Rate Housing	500,000	850,000	1,350,000	3,000,000
8	Gateway V	1,500,000	0	1,500,000	1,500,000
<b>Housing_Neighborhood Development Total</b>		<b>6,471,900</b>	<b>2,790,900</b>	<b>9,262,800</b>	<b>20,400,200</b>
<b>Expenditure Category: Infrastructure(Smale Commission)</b>					
<b>Department: Health</b>					
1	Facilities Renovation & Repairs	159,900	309,000	468,900	1,728,200
<b>Department: Parks</b>					
1	Park Infrastructure Rehabilitation	3,638,100	2,792,700	6,430,800	17,810,900
2	Cincinnati Riverfront Park	4,000,000	0	4,000,000	4,000,000
<b>Department: Public Services</b>					
1	Replacement Facilities	16,479,600	1,084,700	17,564,300	22,241,200
2	Music Hall Renovations	2,000,000	2,000,000	4,000,000	6,000,000
3	Sign Replacement	330,000	330,000	660,000	1,980,000
5	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600	17,605,600
6	Customs House	0	1,500,000	1,500,000	1,500,000
7	Community Facility Improvements	400,000	400,000	800,000	3,000,000
8	Findlay Market Improvements	105,300	105,300	210,600	631,800
<b>Department: Recreation</b>					
1	Recreation Facilities Renovation	3,668,700	1,108,200	4,776,900	9,355,500
2	Aquatics Facilities Renovation	2,551,000	2,488,700	5,039,700	15,181,300
3	Outdoor Facilities Renovation	418,500	971,500	1,390,000	4,617,900
4	Compliance with ADA	100,000	100,000	200,000	600,000
5	Athletics Facilities Renovation	424,400	161,500	585,900	1,919,800

# Capital Investment Program

## Exhibit 4: Approved Projects by Expenditure Category

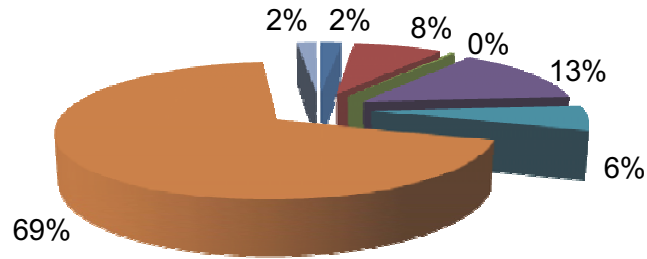


### General Capital

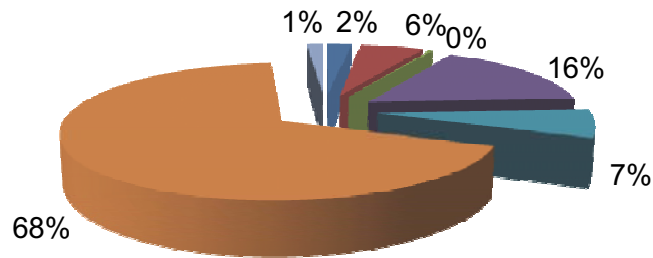
Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013-2015 Total	FY 2013-2019 Total
<b>Department: Transportation &amp; Engineering</b>					
2	SCIP Loan Repayment	215,000	215,000	430,000	1,290,000
3	Innovative Transportation Strategies	470,000	500,000	970,000	2,775,000
4	Street Rehabilitation	17,719,600	9,601,700	27,321,300	66,448,400
5	Street Improvements	945,900	860,000	1,805,900	5,728,800
6	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500	4,413,400
7	OKI Corridor Studies	250,000	250,000	500,000	1,452,500
8	Bridge Rehabilitation Program	820,000	946,000	1,766,000	5,776,000
9	Computerized Traffic Signal System	164,000	172,000	336,000	2,753,000
10	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000	4,834,000
11	LED Traffic and Pedestrian Signals	246,700	323,800	570,500	1,626,500
13	Sidewalk Repair Program	450,000	602,000	1,052,000	3,603,000
14	Curb Ramps - Street Rehab	0	377,900	377,900	1,917,700
15	Safety Improvements	100,000	100,000	200,000	581,000
16	Traffic Signal Controllers & Detectors	100,000	120,000	220,000	1,221,000
18	Bicycle Transportation Program	442,000	516,000	958,000	3,116,000
19	Spot Infrastructure Replacement	520,400	602,000	1,122,400	3,852,400
20	Street Light Replacement Project	82,000	86,000	168,000	539,000
21	Street Calming Program	0	0	0	662,000
22	Pavement Management	239,400	146,200	385,600	1,021,600
25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000	3,090,000
26	Columbia Parkway Enhancements	100,000	215,000	315,000	617,500
27	Downtown Infrast. Coord. & Implmtn	350,000	421,500	771,500	1,868,800
28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000	816,000
29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000	401,000
31	Duke Street Light Replacement Project	123,000	129,000	252,000	813,000
34	ROW Ordinance Implementation	30,000	86,000	116,000	379,500
43	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000	85,000
47	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000	1,022,000
49	Pole Painting Downtown	188,000	0	188,000	188,000
<b>Infrastructure(Smale Commission) Total</b>		<b>64,652,300</b>	<b>36,467,000</b>	<b>101,119,300</b>	<b>231,064,300</b>
<b>Expenditure Category: New Infrastructure</b>					
<b>Department: Transportation &amp; Engineering</b>					
12	Gateways/Greenways Improvement	200,000	470,000	670,000	2,540,000
17	Downtown Public Paver Replacement	0	43,000	43,000	159,500
23	Ohio River Trail	308,000	344,000	652,000	1,424,000
24	Riverfront Infra. Coord. & Implmnt	0	0	0	70,200
30	Raised Pavement Markers	0	43,000	43,000	230,000
33	ML King/I-71 Interchange	300,000	0	300,000	2,300,000
45	Madison/Kenwood RR Bridge	0	596,400	596,400	796,400
46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300	1,867,400
48	Westwood and Queen City Avenue Improvements	0	0	0	550,000
<b>New Infrastructure Total</b>		<b>1,306,900</b>	<b>2,092,800</b>	<b>3,399,700</b>	<b>9,937,500</b>
<b>Total: General Capital</b>		<b>95,330,000</b>	<b>53,050,000</b>	<b>148,380,000</b>	<b>343,670,000</b>



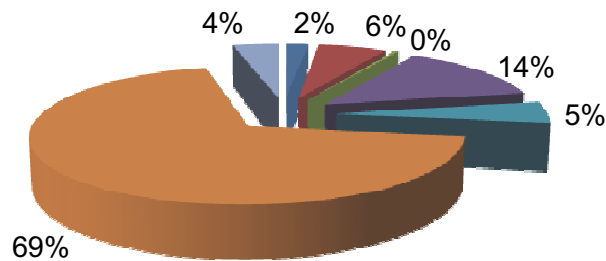
**TOTAL PROGRAM EXPENDITURES**  
**CY 2012**



**\$54,820,000**  
**FY 2013/2014**



**\$95,330,000**  
**FY 2015**



**\$53,050,000**

- |                                  |                                   |
|----------------------------------|-----------------------------------|
| Debt Service Payments            | Economic Development              |
| Environment                      | Equipment                         |
| Housing_Neighborhood Development | Infrastructure (Small Commission) |
| New Infrastructure               |                                   |



### **RESTRICTED FUND EXPENDITURES**

The resources for Restricted Fund capital projects come primarily from fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funds are used for capital purposes. Fund forecast information, including projected fund balance information, may be found in the FY 2013/14-2015 Operating Budget document. As shown in Exhibit 1, [page 15](#), the Restricted Funds Capital Budget totals \$400.4 million in FY 2013/14 and \$332.1 million in FY 2015. For the six-year Capital Investment Program, the total is \$1.8 billion.

(Please note: Funding for projects in the MSD Capital Improvements Fund reflects approved funding for calendar years 2013 through 2018.)

The following table illustrates the approved projects over the FY 2013/14-2015 biennium in Restricted Funds in each department. (Please see Exhibit 6, [page 29](#).) The table also shows the total in each department for the FY 2013/14-2019 six-year plan for each Restricted Fund. These Restricted Funds include: Parking Facilities; Convention Center; General Aviation; Stormwater Management; Telecommunications Services; MSD Capital Improvements; Water Works; and Income Tax Transit.

For a complete description of the approved projects in the Restricted Funds, please refer to the separate departmental sections in this document.

### **SPECIAL REVENUE FUNDS**

The Approved FY 2013/14-2015 Biennial Capital Budget for the Special Housing Permanent Improvement Fund (SHPIF) is \$750,700 in the biennium (\$405,400 in FY 2013/14 and \$345,300 in FY 2015). This fund, which is supported from net rental income and tax increment payments, provides revenue for the New Housing Program administered by the Department of Trade and Development. This program supports the development of new market-rate housing.

### **FEDERAL and STATE CAPITAL GRANTS**

The City receives Federal and State grants and matching funds and also manages State and County funds to improve the City's roads and bridges. The General Aviation Division of the Department of Transportation and Engineering typically receives funding from the Federal Aviation Administration (FAA). The amount of funds granted by the FAA varies from year to year. Once grants are received, the resulting projects are budgeted and matching City funds will be recommended to the City Council for approval. As shown in Exhibit 1, [page 15](#), Federal and State Capital Grants total \$1.1 million in FY 2013/14 and \$21.1 million in FY 2015.





**Capital Investment Program**  
**Exhibit 6: Restricted Funds Approved Projects**

**Fund: 102 Parking System Facilities**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: ES: Parking Facilities</b>					
1	Structural Maintenance & Repair	100,000	100,000	200,000	600,000
<b>Parking System Facilities Total</b>		<b>100,000</b>	<b>100,000</b>	<b>200,000</b>	<b>600,000</b>

**Fund: 103 Convention Center**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: ES: Convention Center</b>					
2	Building Equipment	235,000	30,000	265,000	625,000
3	Capital Maintenance	175,000	0	175,000	335,000
4	Furniture, Fixtures, and Equipment	50,000	200,000	250,000	650,000
<b>Convention Center Total</b>		<b>460,000</b>	<b>230,000</b>	<b>690,000</b>	<b>1,610,000</b>

**Fund: 104 General Aviation**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Transportation &amp; Engineering</b>					
39	Airport Infrastructure Improvements	140,000	140,000	280,000	840,000
40	FAA/ODOT Local Match	200,000	200,000	400,000	1,200,000
41	Facility Improvements	262,600	289,100	551,700	1,868,000
<b>General Aviation Total</b>		<b>602,600</b>	<b>629,100</b>	<b>1,231,700</b>	<b>3,908,000</b>

**Fund: 107 Stormwater Management**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Sewers</b>					
1	Barrier Dam Facility Repairs	356,000	0	356,000	356,000
3	Winton 84-inch Sewer Elimination	125,000	0	125,000	125,000
4	Deerfield Creek Channel Improvements	200,000	300,000	500,000	2,750,000
5	West Fork Channel Repair	0	300,000	300,000	300,000
6	Duck Creek Channel Repair	0	300,000	300,000	600,000
7	Hartwell Community Drainage Improvements	0	0	0	200,000
8	Glade Avenue Porous Walk Trial	180,000	0	180,000	180,000
9	Glade Avenue Porous Walk Final	0	0	0	500,000
10	Beechmont Avenue Levy Drainage Replacement (1/2 mile)	0	0	0	400,000
11	Rookwood Overpass	0	0	0	650,000
12	Westwood Northern/Beekman/Hopple Study 2017	0	0	0	100,000
13	Glenwood Design 2018	0	0	0	500,000
<b>Stormwater Management Total</b>		<b>861,000</b>	<b>900,000</b>	<b>1,761,000</b>	<b>6,661,000</b>

# Capital Investment Program

## Exhibit 6: Restricted Funds Approved Projects



### Fund: 336 Telecommunications Services

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Enterprise Technology Solutions</b>					
7	Radio Communications Equipment	30,000	30,000	60,000	180,000
<b>Telecommunications Services Total</b>		<b>30,000</b>	<b>30,000</b>	<b>60,000</b>	<b>180,000</b>

### Fund: 704 MSD Capital Improvements

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Sewers</b>					
1	Muddy Creek Basin Storage and Conveyance Sewer	0	0	0	4,113,200
2	Upper Muddy Lower Half Planning Bundle	0	0	0	2,488,500
3	Muddy Creek Pump Station Upgrade	660,800	0	660,800	5,271,100
4	Addyston Pump Station Elimination	0	0	0	366,500
5	River Road Near Muddy Creek WWTP Conveyance Sewer	0	0	0	780,600
6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100	64,930,100
7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000	5,202,000
8	Glenview Pump Station Elimination	0	2,177,000	2,177,000	2,177,000
9	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000	3,015,000
10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200	3,491,200
11	Daly Road Sewer Replacement	0	9,605,900	9,605,900	9,605,900
12	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500	2,690,500
13	CSO 179 Sewer Separation	0	0	0	1,781,700
14	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500	4,051,500
15	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000	1,162,000
16	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500	1,686,500
17	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500	1,605,500
18	Mill Creek WWTP Auxillary Outfall Improvements	0	0	0	15,058,600
19	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200	374,200
20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500	319,500
21	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700	790,700
22	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000	199,000
23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100	183,100
24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400	628,400
25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700	952,700
26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300	377,300
27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600	45,600
28	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500	752,500
29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100	2,079,100
30	CSO 470 Sewer Separation Phase 4	169,700	0	169,700	169,700
31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300	6,585,300
32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400	3,570,400
33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300	115,300
34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000	32,505,000
35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000	6,290,000
36	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000	16,700,000



## Capital Investment Program

### Exhibit 6: Restricted Funds Approved Projects

#### Fund: 704 MSD Capital Improvements

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000	1,415,000
38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200	6,720,000
39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000	45,000,000
40	Urgent Capacity Response	2,884,000	2,900,000	5,784,000	9,284,000
41	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600	868,800
42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000	75,900,000
43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800	6,719,800
44	White Oak Terrace Pump Station Elimination	559,100	0	559,100	559,100
45	Bruestle Avenue Pump Station Elimination	0	797,900	797,900	797,900
46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400	1,233,400
47	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000	6,942,000
48	Westchase Park Pump Station Elimination	440,400	0	440,400	440,400
49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000	501,000
50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000	2,441,000
51	CSO 410 Stream Separation	863,300	0	863,300	863,300
52	CSO 404, 405, 410, 411 Outfall Reconstruction	0	0	0	826,500
53	Westport Village Pump Station Elimination	0	0	0	1,365,100
54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600	629,600
55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000	166,000
56	Barrington Pump Station Eliminations	550,000	0	550,000	10,110,700
57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500	2,312,200
58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000	1,969,000
59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800	7,841,800
60	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400	1,392,400
61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000	1,157,000
62	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500	10,223,500
63	CSO 483 Stream Separation	4,271,200	0	4,271,200	4,271,200
64	Bold Face Pump Station Elimination	0	13,101,800	13,101,800	13,101,800
65	Cora Avenue Sewer Replacement	0	681,900	681,900	681,900
66	German Cemetery Sewer Replacement	0	945,300	945,300	945,300
67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400	1,577,400
68	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200	1,570,200
69	Hoffner Street Sewer Replacement	0	0	0	140,900
70	3934 Winding Way Sewer Replacement	0	0	0	139,000
71	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000	847,000
72	East Mitchell Avenue Sewer Replacement	0	0	0	1,021,100
73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000	1,112,000
74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000	5,093,000
75	Lower Mill Creek High Water/Dry Weather Protection	0	0	0	13,125,000
76	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300	7,271,300
77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400	14,013,400
78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500	20,977,500
79	Wilder Avenue Sewer Replacement	0	571,900	571,900	571,900
80	Glen Landing Pump Station Improvements	63,100	313,700	376,800	376,800
81	Otte Avenue Sewer Replacement	0	0	0	548,500

# Capital Investment Program

## Exhibit 6: Restricted Funds Approved Projects



### Fund: 704 MSD Capital Improvements

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500	203,500
83	Station Avenue Sewer Replacement	1,194,600	0	1,194,600	1,194,600
84	Myrtle Avenue Sewer Abandonment	52,000	0	52,000	142,500
85	McKeone Avenue Sewer Replacement	0	101,400	101,400	101,400
86	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100	1,920,100
87	Quebec Road Sewer Replacement	130,500	467,000	597,500	597,500
88	Carpenters Run Pump Station Upgrade	231,300	0	231,300	919,700
89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100	964,100
90	Hunsford Street Sewer Replacement	75,800	185,000	260,800	260,800
91	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100	1,107,100
92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600	3,954,800
93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200	10,408,200
94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000	7,611,000
95	Huntington Pump Station Elimination	0	0	0	367,600
96	Kugler Mill Pump Station Upgrade	0	0	0	1,400,800
97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000	8,097,000
98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500	5,793,500
99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900	2,481,900
100	Beverly Hill Drive Sewer Replacement	262,200	0	262,200	262,200
101	Camargo Canyon Pump Station Elimination	710,600	0	710,600	710,600
102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600	2,405,600
103	Beckman Pump Station Elimination	0	292,400	292,400	292,400
104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100	1,059,100
105	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000	880,000
106	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600	1,106,600
107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300	179,300
108	Portsmouth Avenue Sewer Replacement	139,600	0	139,600	563,300
109	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200	1,259,200
110	Land Acquisition	3,000,000	3,000,000	6,000,000	18,000,000
111	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000	50,640,000
112	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000	12,000,000
113	Information Technology Support Systems Improvements	335,000	0	335,000	335,000
114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000	1,320,000
115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000	1,074,000
116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000	26,538,000
117	Remaining Asset Allowance	0	0	0	142,112,500
118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800	33,260,800
119	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200	14,715,200
120	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000	25,920,000
121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000	10,000,000
122	Value Engineering	375,000	375,000	750,000	2,250,000
123	Rapid Run Early Success Project	1,836,400	0	1,836,400	1,836,400
124	CSO 488 Storage Facility	0	1,033,400	1,033,400	14,129,100
125	CSO 10 Source Control Phase A	5,843,100	0	5,843,100	39,274,500
126	CSO 30 Stream Separation - Phase B	196,000	0	196,000	196,000



## Capital Investment Program

### Exhibit 6: Restricted Funds Approved Projects

#### Fund: 704 MSD Capital Improvements

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
127	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000	2,199,800
128	CSO 28 Source Control	0	0	0	700,000
129	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500	3,587,000
130	CSO 523 Source Control	1,091,000	0	1,091,000	8,894,600
131	CSO 415 and CSO 416 Source Control	993,000	0	993,000	9,344,000
132	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100	146,530,800
133	Lick Run Property Demolitions	1,859,700	0	1,859,700	1,859,700
134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	11,936,900	11,936,900
135	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300	4,806,300
136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000	2,763,000
137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300	1,794,300
138	State Avenue Sewer Separation	290,000	0	290,000	3,461,600
139	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700	244,700
140	West Fork Channel Improvements	996,700	0	996,700	996,700
141	White Street Sewer Separation	826,300	5,021,200	5,847,500	5,847,500
142	Quebec Road Sewer Separation	645,000	645,500	1,290,500	7,625,100
143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400	10,226,400
144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000	4,402,000
145	Quebec Heights Sewer Separation	0	3,672,300	3,672,300	3,672,300
146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600	17,051,000
147	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000	5,937,600
148	Westwood Avenue Sewer Separation	0	0	0	6,334,700
149	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	6,137,700	6,137,700
150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	723,800	723,800
151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000	15,116,000
152	CSO 12 Sewer Separation Phase B - Outfall Tunnel	0	0	0	1,432,000
153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000	871,000
154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500	20,242,900
155	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000	25,831,500
156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300	4,467,300
157	CSO 130 Stream Separation	1,566,800	0	1,566,800	11,374,000
158	West Fork Interceptor and Storage Tanks	738,500	0	738,500	36,401,400
159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000	6,154,700
160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900	30,053,900
161	Benson Street Sewer Replacement	0	2,407,400	2,407,400	2,407,400
162	CSO 123 Elimination	0	0	0	422,300
<b>MSD Capital Improvements Total</b>		<b>307,413,600</b>	<b>279,791,900</b>	<b>587,205,500</b>	<b>1,358,877,700</b>

#### Fund: 756 Water Works PIF

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Water Works</b>					
1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000	3,000,000
2	Private Development Allocation Program	610,000	588,500	1,198,500	2,858,500

# Capital Investment Program

## Exhibit 6: Restricted Funds Approved Projects



Fund: 756 Water Works PIF

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
3	Castings/Street Improvements	505,000	668,500	1,173,500	2,873,500
4	Kemper Road Tank	300,000	0	300,000	300,000
5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600	161,618,600
6	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300	53,791,300
7	Madison - Observatory to Isabella	4,900,000	0	4,900,000	4,900,000
8	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000	2,750,000
9	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000	5,724,000
10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000	1,000,000
11	Backup Power Generator - Constance	800,000	0	800,000	800,000
12	Bolton Plant Well #4 Replacement	750,000	0	750,000	750,000
13	Delhi Water Tank Painting	700,000	0	700,000	700,000
14	Computers, Servers, and Software	348,500	228,500	577,000	2,556,000
15	Richard Miller Treatment Plant Sewers	500,000	0	500,000	500,000
16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000	1,897,000
17	Sand Filter Valves - Miller Plant	600,000	200,000	800,000	2,400,000
18	SCADA Citect Upgrade	300,000	0	300,000	300,000
19	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000	3,000,000
20	Mt. Airy Exterior Renovation	500,000	300,000	800,000	5,104,000
21	Valve Replacement Program	412,500	137,500	550,000	1,650,000
22	Contamination Warning System	296,000	71,000	367,000	442,000
23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000	450,000
24	Miller Turbidimeter Project	255,000	0	255,000	255,000
25	Large Motor Rewind Program (Annual)	125,000	125,000	250,000	750,000
26	SCADA Remote Terminal Units	186,000	62,000	248,000	744,000
27	Ion Chromatograph Replacement	100,000	0	100,000	100,000
28	Station Valve Equipment	160,000	40,000	200,000	600,000
29	Regeneration Furnace Equipment	125,000	40,000	165,000	465,000
30	Bolton Turbidimeters	79,000	0	79,000	79,000
31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000	125,000
32	Simplex Upgrade	60,000	0	60,000	60,000
33	Continuous Water Quality Monitors	145,000	35,000	180,000	350,000
34	Autoclave	50,000	0	50,000	50,000
35	Bolton Plant Chlorinators Upgrade	60,000	0	60,000	60,000
36	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000	1,400,000
37	Brecon Tank Coating	1,450,000	0	1,450,000	1,450,000
38	SCADA Remote Site Communications	533,000	110,000	643,000	643,000
39	All Pipes Distribution System Model Validation	400,000	0	400,000	400,000
40	Backup Software\Hardware	350,000	0	350,000	350,000
41	PeopleSoft Upgrade	275,000	75,000	350,000	350,000
42	System Area Network (SAN) Replacement	350,000	0	350,000	350,000
43	SCADA Communications Front End (CFE)	122,000	0	122,000	122,000
44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000	120,000
45	Main Station Trans Switch Controls	100,000	0	100,000	100,000
46	Server Room Air Conditioner Replacement	60,000	0	60,000	60,000
47	Constance Pump Station Redundant Air Compressor	31,000	0	31,000	31,000



## Capital Investment Program

### Exhibit 6: Restricted Funds Approved Projects

#### Fund: 756 Water Works PIF

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
48	Critical Backup Power Projects	1,000,000	0	1,000,000	1,000,000
49	Chester Park Complex HVAC Control Completion	150,000	0	150,000	150,000
50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000	900,000
51	Field Application Replacement on Large Pumps	120,000	0	120,000	360,000
52	Battery, Charger, and DC Panel	50,000	50,000	100,000	300,000
53	Wash Water Recovery Pumps	48,000	0	48,000	144,000
54	Intake Pier Access Bridge Painting	200,000	0	200,000	200,000
55	Miscellaneous Masonry Replacement	150,000	299,400	449,400	1,049,400
56	Billing System Hardware Replacement	100,000	0	100,000	100,000
57	Electrical Transformers	170,000	0	170,000	510,000
59	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000	6,500,000
60	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000	750,000
63	Motor Control Center Equipment	160,000	120,000	280,000	840,000
64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600	2,479,600
65	Crane Equipment Improvements	50,000	50,000	100,000	300,000
66	Roof Replacement 2013	1,000,000	0	1,000,000	1,000,000
67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000	1,500,000
68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000	108,000
69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000	100,000
70	Medium Voltage Station Backup Breakers	126,000	42,000	168,000	336,000
71	Station Protective Relays	100,000	0	100,000	300,000
72	SharePoint Expansion	175,000	25,000	200,000	200,000
73	Video Conference Equipment	50,000	0	50,000	50,000
74	New Water Mains Allocation Program	1,254,000	425,000	1,679,000	5,679,000
75	Gas Chromatograph for Volatile Organic Compounds Analysis	0	0	0	165,000
77	Mack Tank Interior Coating	351,000	0	351,000	351,000
78	Cherry Grove Elevated Interior Coating	200,000	0	200,000	1,000,000
79	Billing System Upgrade 2014	1,500,000	0	1,500,000	4,900,000
81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100	6,297,100
83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000	1,000,000
84	Roof Replacement 2014	1,200,000	0	1,200,000	1,200,000
85	Kennedy and Highland Avenues	89,000	180,000	269,000	4,900,000
86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000	1,216,000
87	Solar Recording Charts	0	126,000	126,000	126,000
88	Constance Dosing & Monitoring	0	26,000	26,000	26,000
89	Richard Miller Plant Virtual Environment Replacement	0	0	0	150,000
90	Chester Park Complex Network Upgrade	0	0	0	250,000
91	Backup Power Generator - Western Hills	0	0	0	3,095,000
92	Document Management Upgrade	0	0	0	50,000
93	Control Valve at Riverside Drive	0	0	0	250,000
94	Carbon Transfer Pump Upgrade 2015-2017	0	0	0	100,000
95	Meter Interface Units (MIU) 2015	0	0	0	1,043,000
96	2015 Tank Coating	0	0	0	1,350,000
97	Eden Park Drive - Fulton to Reading	0	0	0	2,700,000
98	Eden Park Feeder 4	0	0	0	4,100,000

# Capital Investment Program

## Exhibit 6: Restricted Funds Approved Projects



Fund: 756 Water Works PIF

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
99	Queen City Ave - Western Hills Viaduct to WH Pump Station	0	0	0	4,500,000
100	Roof Replacement 2015	0	0	0	1,000,000
101	Glenway - Warsaw to Overlook	0	0	0	3,000,000
102	Fields Ertel Road Check Valve	0	0	0	100,000
103	Bolton Plant Influent Flume Bypass	0	0	0	1,019,000
104	Dehumidification System - Miller Plant	0	0	0	300,000
105	Richard Miller Treatment Plant Network Upgrade	0	0	0	250,000
106	Main Station Backup Generator	0	0	0	4,200,000
107	Upgrade Powdered Activated Carbon Storage and Feed System	0	0	0	1,431,000
108	Chem East Concrete Repair	0	0	0	740,000
109	Tapered Screw Conveyor - Miller Plant	0	0	0	75,000
110	Lamella Sludge Collector Drives	0	0	0	150,000
111	Gas Chromatograph for Synthetic Organic Compound Analysis	0	0	0	150,000
112	2016 Tank Coating	0	0	0	250,000
113	Meter Interface Units (MIU)	0	0	0	842,000
114	SCADA Human Machine Interface Upgrade	0	0	0	1,500,000
115	Millcreek Crossing at Western Hills Viaduct	0	0	0	2,500,000
116	Bolton Plant Air Handler Unit Upgrades	0	0	0	80,000
117	Richard Miller Plant Wash Water Pump Upgrades	0	0	0	170,000
118	Lamella Sludge Pumps #2 to #9	0	0	0	300,000
119	Bolton Plant Lime Feeder No. 1 & 4	0	0	0	308,000
120	Bolton Plant Comprehensive Reliability Program	0	0	0	597,000
121	Roof Replacement 2016	0	0	0	600,000
122	Bolton Plant Lime Residual Site Work	0	0	0	2,540,000
123	Well Pumps - Bolton Plant	0	0	0	120,000
124	Miller Plant Filter Building Boiler Replacement	0	0	0	120,000
125	Furnace Air Compressor - Miller Plant	0	0	0	50,000
126	Miller Plant Caustic Soda Storage Tank Replacement	0	0	0	120,000
127	Miller Plant Iron Feeder Upgrade	0	0	0	300,000
128	Booster Chlorination in Distribution System	0	0	0	750,000
129	Spring Grove - Western to Draper	0	0	0	2,000,000
130	Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station	0	0	0	2,700,000
131	Call Center Equipment 2016	0	0	0	2,920,000
132	Richard Miller Plant Air Conditioner Upgrades	0	0	0	135,000
133	Electric Panel and Lighting Upgrades	0	0	0	150,000
134	Richard Miller Plant Electric Heater Upgrade Program	0	0	0	150,000
135	Roof Replacement 2017	0	0	0	400,000
136	Eggleston - 9th to Central	0	0	0	1,500,000
137	Contamination Warning System Replacement	0	0	0	694,000
138	Bolton Well Field Expansion II	0	0	0	1,380,000
139	Replace Total Organic Halide (TOX) Analyzer	0	0	0	60,000
140	Variable Frequency Drive Replacements	0	0	0	1,000,000
141	Liberty - Winchell to Reading 42" Water Main	0	0	0	1,200,000
142	Backup Control Center - Miller Plant	0	0	0	340,000
143	Meter Interface Units Replacement 2017	0	0	0	1,800,000





**Capital Investment Program**  
**Exhibit 6: Restricted Funds Approved Projects**

**Fund: 756 Water Works PIF**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
144	Wellhead Protection Monitor Wells 3	0	0	0	75,000
145	Cornell - Cornell Pump Station to Reed Hartman	0	0	0	500,000
146	Cornell - Sharon to Cornell Pump Station	0	0	0	1,000,000
147	Pete Rose Way - Eggleston to Broadway	0	0	0	1,200,000
148	Roof Replacement 2018	0	0	0	400,000
149	Queen City Railyard	0	0	0	500,000
150	Gas Chromatograph Flame Ionization Detector	0	0	0	120,000
151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000	115,000
152	Ion Coupled Plasma Mass Spectrophotometer	0	0	0	190,000
153	Reading Road & Eden Park Drive Water Main	0	0	0	200,000
154	McMillan Avenue - Essex to Clifton	0	0	0	500,000
155	McMillan and May Streets	0	0	0	500,000
156	Miller Plant Lime Feeder No. 1 & 4 Upgrade	0	0	0	200,000
157	Richard Miller Treatment Plant Reservoir #1 Cascade Repair	0	0	0	100,000
158	Bolton Plant Filter Automation	0	0	0	240,000
159	Plainfield/Montgomery	0	0	0	500,000
160	Montgomery - Mason-Montgomery to Columbia	0	0	0	200,000
161	Columbia Road - Montgomery to Socialville-Foster Rd	0	0	0	200,000
162	Columbia - Socialville Foster to Western Row	0	0	0	250,000
163	Meter Interface Unit Replacement 2018	0	0	0	1,800,000
<b>Water Works PIF Total</b>		<b>90,842,000</b>	<b>50,292,000</b>	<b>141,134,000</b>	<b>380,785,000</b>

**Fund: 759 Income Tax Transit**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total	FY 2013- 2019 Total
<b>Department: Transportation &amp; Engineering</b>					
42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000	600,000
<b>Income Tax Transit Total</b>		<b>100,000</b>	<b>100,000</b>	<b>200,000</b>	<b>600,000</b>
<b>Restricted Funds Total</b>		<b>400,409,200</b>	<b>332,073,000</b>	<b>732,482,200</b>	<b>1,753,221,700</b>



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**ALL FUNDS**

**FY 2013/14-2015 CAPITAL IMPROVEMENT PROGRAM**  
**PROJECTS by PROGRAM**

This report shows all projects in the FY 2013/14-2015 Biennial Capital Budget. The projects are identified by Department and each Program within a Department. Projects include General Capital projects, as well as Restricted Fund Capital projects. However, Special Revenue Capital and Federal/State Capital Matching funds are not included in this list. The capital project total for each Program is included with this report.

Programs within a department represent a group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measure purposes.

Please note: Funding for projects in the Sewers Department (with the exception of Stormwater programs) reflects approved funding for calendar years 2013 and 2014.

**Capital Investment Program**  
**Capital Budget Program Allocation**



Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
<b>City Manager</b>				
Program: Emergency Communications Center				
	Computer Aided Dispatch Upgrades	850,000	0	850,000
	<b>Program Total:</b>	<b>850,000</b>	<b>0</b>	<b>850,000</b>
Program: Office of Environmental Quality				
	Center Hill Gas & Leachate	143,500	112,100	255,600
	Emergency Environmental Cleanup/UST	10,000	10,000	20,000
	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100
	Wheeled Recycling Carts	535,500	471,900	1,007,400
	<b>Program Total:</b>	<b>752,500</b>	<b>665,600</b>	<b>1,418,100</b>
<b>ES: Convention Center</b>				
Program: Duke Energy Convention Center				
	Building Equipment	235,000	30,000	265,000
	Capital Maintenance	175,000	0	175,000
	Furniture, Fixtures, and Equipment	50,000	200,000	250,000
	<b>Program Total:</b>	<b>460,000</b>	<b>230,000</b>	<b>690,000</b>
<b>ES: Parking Facilities</b>				
Program: Off-Street Parking				
	Structural Maintenance & Repair	100,000	100,000	200,000
	<b>Program Total:</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Enterprise Technology Solutions</b>				
Program: CAGIS Consortium Operations				
	CAGIS Infrastructure	58,500	59,450	117,950
	<b>Program Total:</b>	<b>58,500</b>	<b>59,450</b>	<b>117,950</b>
Program: CIT-CO Operations				
	Active Directory / Server Consolidation	185,100	100,000	285,100
	Cincinnati Financial System Upgrades	22,200	22,200	44,400
	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350
	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000
	<b>Program Total:</b>	<b>1,267,300</b>	<b>1,383,550</b>	<b>2,650,850</b>
Program: CTS Operations				
	Communications Master Plan	306,700	78,000	384,700
	Data Management Solution	0	102,300	102,300
	Radio Communications Equipment	30,000	30,000	60,000
	<b>Program Total:</b>	<b>336,700</b>	<b>210,300</b>	<b>547,000</b>
Program: ETS Administration				
	Data Infrastructure Security	56,300	105,900	162,200
	<b>Program Total:</b>	<b>56,300</b>	<b>105,900</b>	<b>162,200</b>
<b>Finance</b>				
Program: Cash Management/Banking				
	Licensing Software & A/R Collection Sys.	10,000	0	10,000
	<b>Program Total:</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>



# Capital Investment Program

## Capital Budget Program Allocation

Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
<b>Fire</b>				
Program: Response				
	Apparatus Door Closers	94,900	0	94,900
	Appliances for Existing Firehouses	0	62,200	62,200
	CFD Driving Simulator	0	200,000	200,000
	High Rise Equipment	57,700	48,500	106,200
	Personal Protective Equipment	180,000	0	180,000
	Radio Equipment Replacement	750,000	0	750,000
	Westwood Firehouse Furnishings	75,000	0	75,000
	<b>Program Total:</b>	<b>1,157,600</b>	<b>310,700</b>	<b>1,468,300</b>
Program: Support Services				
	Records Management System Servers and Storage	100,000	0	100,000
	<b>Program Total:</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>Health</b>				
Program: Health Administration				
	Dental Software	60,000	0	60,000
	Facilities Renovation & Repairs	159,900	309,000	468,900
	Health IT Equipment	172,000	0	172,000
	<b>Program Total:</b>	<b>391,900</b>	<b>309,000</b>	<b>700,900</b>
<b>Parks</b>				
Program: Operations & Facility Management				
	Cincinnati Riverfront Park	4,000,000	0	4,000,000
	Park Infrastructure Rehabilitation	3,638,100	2,792,700	6,430,800
	<b>Program Total:</b>	<b>7,638,100</b>	<b>2,792,700</b>	<b>10,430,800</b>
<b>Planning and Buildings</b>				
Program: City Planning - Administration				
	Neighborhood Studies	77,100	81,700	158,800
	<b>Program Total:</b>	<b>77,100</b>	<b>81,700</b>	<b>158,800</b>
<b>Police</b>				
Program: Neighborhood Policing				
	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000
	<b>Program Total:</b>	<b>325,000</b>	<b>0</b>	<b>325,000</b>
<b>Public Services</b>				
Program: Fleet Services				
	Fleet Replacements	5,456,700	4,484,700	9,941,400
	<b>Program Total:</b>	<b>5,456,700</b>	<b>4,484,700</b>	<b>9,941,400</b>
Program: Neighborhood Investment Services				
	Trash Receptacles	186,500	186,500	373,000
	<b>Program Total:</b>	<b>186,500</b>	<b>186,500</b>	<b>373,000</b>
Program: Property Management				
	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600
	Community Facility Improvements	400,000	400,000	800,000
	Customs House	0	1,500,000	1,500,000

**Capital Investment Program**  
**Capital Budget Program Allocation**



Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Findlay Market Improvements	105,300	105,300	210,600
	Music Hall Renovations	2,000,000	2,000,000	4,000,000
	Replacement Facilities	16,479,600	1,084,700	17,564,300
	Tech/Comm Ctr NURFC	300,000	0	300,000
	<b>Program Total:</b>	<b>23,426,100</b>	<b>9,554,400</b>	<b>32,980,500</b>
	<b>Program: Traffic Control, Pavement &amp; Structure Maint.</b>			
	Sign Replacement	330,000	330,000	660,000
	<b>Program Total:</b>	<b>330,000</b>	<b>330,000</b>	<b>660,000</b>
	<b>Program: Waste Collections</b>			
	Wheeled Trash Carts	4,700,000	0	4,700,000
	<b>Program Total:</b>	<b>4,700,000</b>	<b>0</b>	<b>4,700,000</b>
	<b>Recreation</b>			
	<b>Program: Aquatics</b>			
	Aquatics Facilities Renovation	2,551,000	2,488,700	5,039,700
	<b>Program Total:</b>	<b>2,551,000</b>	<b>2,488,700</b>	<b>5,039,700</b>
	<b>Program: Athletics</b>			
	Athletics Facilities Renovation	424,400	161,500	585,900
	Outdoor Facilities Renovation	418,500	971,500	1,390,000
	<b>Program Total:</b>	<b>842,900</b>	<b>1,133,000</b>	<b>1,975,900</b>
	<b>Program: West Region Community Center Operations</b>			
	Compliance with ADA	100,000	100,000	200,000
	Recreation Facilities Renovation	3,668,700	1,108,200	4,776,900
	<b>Program Total:</b>	<b>3,768,700</b>	<b>1,208,200</b>	<b>4,976,900</b>
	<b>Sewers</b>			
	<b>Program: Stormwater - Flood Control</b>			
	Barrier Dam Facility Repairs	356,000	0	356,000
	<b>Program Total:</b>	<b>356,000</b>	<b>0</b>	<b>356,000</b>
	<b>Program: Stormwater - Operations &amp; Maintenance</b>			
	Duck Creek Channel Repair	0	300,000	300,000
	<b>Program Total:</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>
	<b>Program: Stormwater - Planning/Design</b>			
	Deerfield Creek Channel Improvements	200,000	300,000	500,000
	Glade Avenue Porous Walk Trial	180,000	0	180,000
	West Fork Channel Repair	0	300,000	300,000
	Winton 84-inch Sewer Elimination	125,000	0	125,000
	<b>Program Total:</b>	<b>505,000</b>	<b>600,000</b>	<b>1,105,000</b>
	<b>Program: Wastewater Engineering</b>			
	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500
	Barrington Pump Station Eliminations	550,000	0	550,000
	Beckman Pump Station Elimination	0	292,400	292,400
	Benson Street Sewer Replacement	0	2,407,400	2,407,400
	Beverly Hill Drive Sewer Replacement	262,200	0	262,200
	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500
	Bold Face Pump Station Elimination	0	13,101,800	13,101,800
	Brustle Avenue Pump Station Elimination	0	797,900	797,900



## Capital Investment Program Capital Budget Program Allocation

Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	CSO 10 Source Control Phase A	5,843,100	0	5,843,100
	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000
	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	723,800
	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000
	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000
	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500
	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300
	CSO 130 Stream Separation	1,566,800	0	1,566,800
	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300
	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500
	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000
	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500
	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500
	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500
	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000
	CSO 30 Stream Separation - Phase B	196,000	0	196,000
	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000
	CSO 410 Stream Separation	863,300	0	863,300
	CSO 415 and CSO 416 Source Control	993,000	0	993,000
	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100
	CSO 470 Sewer Separation Phase 4	169,700	0	169,700
	CSO 483 Stream Separation	4,271,200	0	4,271,200
	CSO 488 Storage Facility	0	1,033,400	1,033,400
	CSO 523 Source Control	1,091,000	0	1,091,000
	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500
	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000
	Camargo Canyon Pump Station Elimination	710,600	0	710,600
	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000
	Carpenters Run Pump Station Upgrade	231,300	0	231,300
	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300
	Cora Avenue Sewer Replacement	0	681,900	681,900
	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400
	Daly Road Sewer Replacement	0	9,605,900	9,605,900
	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000
	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900
	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500
	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000
	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500
	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300
	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000
	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800
	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200
	German Cemetery Sewer Replacement	0	945,300	945,300
	Glen Landing Pump Station Improvements	63,100	313,700	376,800
	Glenview Pump Station Elimination	0	2,177,000	2,177,000

**Capital Investment Program**  
**Capital Budget Program Allocation**



Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600
	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100
	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300
	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000
	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600
	Hunsford Street Sewer Replacement	75,800	185,000	260,800
	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800
	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400
	Information Technology Support Systems Improvements	335,000	0	335,000
	Land Acquisition	3,000,000	3,000,000	6,000,000
	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000
	Lick Run Property Demolitions	1,859,700	0	1,859,700
	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100
	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600
	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200
	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600
	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100
	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300
	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400
	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500
	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300
	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700
	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000
	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100
	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500
	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000
	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700
	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600
	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400
	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800
	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200
	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000
	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000
	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000
	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000
	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100
	McKeone Avenue Sewer Replacement	0	101,400	101,400
	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400
	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500
	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200
	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600
	Muddy Creek Pump Station Upgrade	660,800	0	660,800
	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000
	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000
	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000





## Capital Investment Program Capital Budget Program Allocation

Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600
	Myrtle Avenue Sewer Abandonment	52,000	0	52,000
	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000
	Portsmouth Avenue Sewer Replacement	139,600	0	139,600
	Quebec Heights Sewer Separation	0	3,672,300	3,672,300
	Quebec Road Sewer Replacement	130,500	467,000	597,500
	Quebec Road Sewer Separation	645,000	645,500	1,290,500
	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	6,137,700
	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400
	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000
	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000
	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400
	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000
	Rapid Run Early Success Project	1,836,400	0	1,836,400
	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200
	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000
	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000
	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000
	State Avenue Sewer Separation	290,000	0	290,000
	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000
	Station Avenue Sewer Replacement	1,194,600	0	1,194,600
	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	11,936,900
	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100
	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900
	Urgent Capacity Response	2,884,000	2,900,000	5,784,000
	Value Engineering	375,000	375,000	750,000
	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200
	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200
	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000
	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000
	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000
	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100
	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000
	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000
	West Fork Channel Improvements	996,700	0	996,700
	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700
	West Fork Interceptor and Storage Tanks	738,500	0	738,500
	Westchase Park Pump Station Elimination	440,400	0	440,400
	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000
	White Oak Terrace Pump Station Elimination	559,100	0	559,100
	White Street Sewer Separation	826,300	5,021,200	5,847,500
	Wilder Avenue Sewer Replacement	0	571,900	571,900
	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300
	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000
	<b>Program Total:</b>	<b>307,413,600</b>	<b>279,791,900</b>	<b>587,205,500</b>

**Capital Investment Program**  
**Capital Budget Program Allocation**



Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
<b>Trade and Development</b>				
<b>Program: Business Development</b>				
	Business Retention/New Growth	1,000,000	0	1,000,000
	Commercial & Industrial Public Improvements	350,000	350,000	700,000
	Community Development Focus District	250,000	250,000	500,000
	Neighborhood Business District Improvements	900,000	900,000	1,800,000
	Neighborhood Business Property Holding	22,000	25,000	47,000
	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400
	Strategic Program for Urban Redevelopment	100,000	300,000	400,000
	Tax Incentive/Enterprise Zone	100,000	100,000	200,000
	Viable Small Business Development	1,000,000	0	1,000,000
	<b>Program Total:</b>	<b>5,016,800</b>	<b>3,193,600</b>	<b>8,210,400</b>
<b>Program: Housing Development</b>				
	Citirama	800,000	0	800,000
	Downtown Housing Development	77,300	653,000	730,300
	Gateway V	1,500,000	0	1,500,000
	Homeless to Homes	1,400,000	0	1,400,000
	Neighborhood Market Rate Housing	500,000	850,000	1,350,000
	Strategic Housing Initiatives Program	0	986,200	986,200
	<b>Program Total:</b>	<b>4,277,300</b>	<b>2,489,200</b>	<b>6,766,500</b>
<b>Program: Property Maintenance Code Enforcement</b>				
	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500
	<b>Program Total:</b>	<b>2,117,500</b>	<b>220,000</b>	<b>2,337,500</b>
<b>Transportation &amp; Engineering</b>				
<b>Program: Director's Office</b>				
	Information Systems Acquisition	123,000	129,000	252,000
	<b>Program Total:</b>	<b>123,000</b>	<b>129,000</b>	<b>252,000</b>
<b>Program: Engineering</b>				
	Bicycle Transportation Program	442,000	516,000	958,000
	Bridge Rehabilitation Program	820,000	946,000	1,766,000
	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000
	Curb Ramps - Street Rehab	0	377,900	377,900
	Downtown Public Paver Replacement	0	43,000	43,000
	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000
	Madison/Kenwood RR Bridge	0	596,400	596,400
	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300
	Ohio River Trail	308,000	344,000	652,000
	Pavement Management	239,400	146,200	385,600
	ROW Ordinance Implementation	30,000	86,000	116,000
	SCIP Loan Repayment	215,000	215,000	430,000
	Sidewalk Repair Program	450,000	602,000	1,052,000
	Spot Infrastructure Replacement	520,400	602,000	1,122,400
	Street Improvements	945,900	860,000	1,805,900
	Street Rehabilitation	17,719,600	9,601,700	27,321,300
	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000



## Capital Investment Program Capital Budget Program Allocation

Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000
	<b>Program Total:</b>	<b>23,115,200</b>	<b>16,650,600</b>	<b>39,765,800</b>
	<b>Program: General Aviation</b>			
	Airport Infrastructure Improvements	140,000	140,000	280,000
	FAA/ODOT Local Match	200,000	200,000	400,000
	Facility Improvements	262,600	289,100	551,700
	<b>Program Total:</b>	<b>602,600</b>	<b>629,100</b>	<b>1,231,700</b>
	<b>Program: Traffic Engineering</b>			
	Computerized Traffic Signal System	164,000	172,000	336,000
	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000
	Duke Street Light Replacement Project	123,000	129,000	252,000
	LED Traffic and Pedestrian Signals	246,700	323,800	570,500
	Raised Pavement Markers	0	43,000	43,000
	Street Light Replacement Project	82,000	86,000	168,000
	Traffic Signal Controllers & Detectors	100,000	120,000	220,000
	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500
	<b>Program Total:</b>	<b>1,419,300</b>	<b>1,620,700</b>	<b>3,040,000</b>
	<b>Program: Transportation Planning and Urban Design</b>			
	Columbia Parkway Enhancements	100,000	215,000	315,000
	Convention Center Expansion	2,000,000	1,000,000	3,000,000
	Downtown Infrast. Coord. & Implemtn	350,000	421,500	771,500
	Gateways/Greenways Improvement	200,000	470,000	670,000
	Innovative Transportation Strategies	470,000	500,000	970,000
	ML King/I-71 Interchange	300,000	0	300,000
	OKI Corridor Studies	250,000	250,000	500,000
	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000
	Pole Painting Downtown	188,000	0	188,000
	Safety Improvements	100,000	100,000	200,000
	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000
	<b>Program Total:</b>	<b>5,108,000</b>	<b>3,572,500</b>	<b>8,680,500</b>
<b>Water Works</b>				
	<b>Program: Commercial Services</b>			
	Billing System Upgrade 2014	1,500,000	0	1,500,000
	<b>Program Total:</b>	<b>1,500,000</b>	<b>0</b>	<b>1,500,000</b>
	<b>Program: Departmental Support Services</b>			
	Backup Software\Hardware	350,000	0	350,000
	Billing System Hardware Replacement	100,000	0	100,000
	Computers, Servers, and Software	348,500	228,500	577,000
	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000
	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000
	PeopleSoft Upgrade	275,000	75,000	350,000
	Server Room Air Conditioner Replacement	60,000	0	60,000
	SharePoint Expansion	175,000	25,000	200,000
	Simplex Upgrade	60,000	0	60,000
	System Area Network (SAN) Replacement	350,000	0	350,000

# Capital Investment Program

## Capital Budget Program Allocation



Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Video Conference Equipment	50,000	0	50,000
	<b>Program Total:</b>	<b>4,157,500</b>	<b>1,493,500</b>	<b>5,651,000</b>
	<b>Program: Distribution</b>			
	Valve Replacement Program	412,500	137,500	550,000
	<b>Program Total:</b>	<b>412,500</b>	<b>137,500</b>	<b>550,000</b>
	<b>Program: Engineering</b>			
	Backup Power Generator - Constance	800,000	0	800,000
	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000
	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000
	Bolton Plant Well #4 Replacement	750,000	0	750,000
	Brecon Tank Coating	1,450,000	0	1,450,000
	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000
	Castings/Street Improvements	505,000	668,500	1,173,500
	Cherry Grove Elevated Interior Coating	200,000	0	200,000
	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000
	Constance Dosing & Monitoring	0	26,000	26,000
	Delhi Water Tank Painting	700,000	0	700,000
	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000
	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000
	Kemper Road Tank	300,000	0	300,000
	Kennedy Heights Pump Station Upgrade	750,000	0	750,000
	Kennedy and Highland Avenues	89,000	180,000	269,000
	Mack Tank Interior Coating	351,000	0	351,000
	Madison - Observatory to Isabella	4,900,000	0	4,900,000
	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600
	Miscellaneous Masonry Replacement	150,000	299,400	449,400
	Mt. Airy Exterior Renovation	500,000	300,000	800,000
	New Water Mains Allocation Program	1,254,000	425,000	1,679,000
	Private Development Allocation Program	610,000	588,500	1,198,500
	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100
	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600
	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000
	Richard Miller Treatment Plant Sewers	500,000	0	500,000
	Roof Replacement 2013	1,000,000	0	1,000,000
	Roof Replacement 2014	1,200,000	0	1,200,000
	Solar Recording Charts	0	126,000	126,000
	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300
	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000
	<b>Program Total:</b>	<b>78,003,000</b>	<b>47,276,000</b>	<b>125,279,000</b>
	<b>Program: Supply</b>			
	Battery, Charger, and DC Panel	50,000	50,000	100,000
	Bolton Plant Chlorinators Upgrade	60,000	0	60,000
	Chester Park Complex HVAC Control Completion	150,000	0	150,000
	Constance Pump Station Redundant Air Compressor	31,000	0	31,000
	Crane Equipment Improvements	50,000	50,000	100,000



## Capital Investment Program Capital Budget Program Allocation

Department	Project Title	FY 2013/ 2014	FY 2015	FY 2013- 2015 Total
	Critical Backup Power Projects	1,000,000	0	1,000,000
	Electrical Transformers	170,000	0	170,000
	Field Application Replacement on Large Pumps	120,000	0	120,000
	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000
	Intake Pier Access Bridge Painting	200,000	0	200,000
	Large Motor Rewind Program (Annual)	125,000	125,000	250,000
	Main Station Trans Switch Controls	100,000	0	100,000
	Medium Voltage Station Backup Breakers	126,000	42,000	168,000
	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000
	Motor Control Center Equipment	160,000	120,000	280,000
	Regeneration Furnace Equipment	125,000	40,000	165,000
	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000
	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000
	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000
	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000
	SCADA Citect Upgrade	300,000	0	300,000
	SCADA Communications Front End (CFE)	122,000	0	122,000
	SCADA Remote Site Communications	533,000	110,000	643,000
	SCADA Remote Terminal Units	186,000	62,000	248,000
	Sand Filter Valves - Miller Plant	600,000	200,000	800,000
	Station Protective Relays	100,000	0	100,000
	Station Valve Equipment	160,000	40,000	200,000
	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000
	Wash Water Recovery Pumps	48,000	0	48,000
	<b>Program Total:</b>	<b>5,444,000</b>	<b>1,164,000</b>	<b>6,608,000</b>
	<b>Program: Water Quality Science &amp; Treatment</b>			
	All Pipes Distribution System Model Validation	400,000	0	400,000
	Autoclave	50,000	0	50,000
	Bolton Turbidimeters	79,000	0	79,000
	Contamination Warning System	296,000	71,000	367,000
	Continuous Water Quality Monitors	145,000	35,000	180,000
	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000
	Ion Chromatograph Replacement	100,000	0	100,000
	Miller Turbidimeter Project	255,000	0	255,000
	<b>Program Total:</b>	<b>1,325,000</b>	<b>221,000</b>	<b>1,546,000</b>
	<b>Grand Total</b>	<b>495,739,200</b>	<b>385,123,000</b>	<b>880,862,200</b>



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**ALL FUNDS**

**FY 2013/14-2015 CAPITAL IMPROVEMENT PROGRAM**  
**PROJECTS by NEIGHBORHOOD**

This report provides the budget amounts for all the projects approved for each of the City's 52 recognized neighborhoods, as well as project allocations that are Citywide or Systemwide for all funds. Citywide projects are those projects which benefit all 52 neighborhoods, while the Systemwide projects are those that benefit all 52 neighborhoods, as well as areas in Hamilton County. Additional categories describe if a project is inside or outside of the City or Hamilton County. These designations are assigned to each project by the departments. Projects are for the FY 2013/14-2015 Biennial Capital Budget and are identified by department and the project departmental priority. Projects include General Capital projects, as well as Restricted Fund Capital projects. However, Special Revenue Capital and Federal/State Capital Matching funds are not included in this list.

Please note: Funding for projects in the Sewers Department (with the exception of Stormwater projects) reflects approved funding for calendar years 2013 and 2014.

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
<b>Avondale</b>					
Sewers					
	82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500
<b>MSD Capital Improvements Total</b>			<b>45,800</b>	<b>157,700</b>	<b>203,500</b>
<b>Avondale Total</b>			<b>45,800</b>	<b>157,700</b>	<b>203,500</b>
<b>Bond Hill</b>					
Recreation					
	5	Athletics Facilities Renovation	0	45,000	45,000
<b>General Capital Total</b>			<b>0</b>	<b>45,000</b>	<b>45,000</b>
<b>Bond Hill Total</b>			<b>0</b>	<b>45,000</b>	<b>45,000</b>
<b>CUF</b>					
Parks					
	1	Park Infrastructure Rehabilitation	475,000	577,700	1,052,700
<b>General Capital Total</b>			<b>475,000</b>	<b>577,700</b>	<b>1,052,700</b>
Sewers					
	150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	361,900	0	361,900
	153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000
<b>MSD Capital Improvements Total</b>			<b>461,900</b>	<b>771,000</b>	<b>1,232,900</b>
<b>CUF Total</b>			<b>936,900</b>	<b>1,348,700</b>	<b>2,285,600</b>
<b>California</b>					
Water Works					
	1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000
	15	Richard Miller Treatment Plant Sewers	500,000	0	500,000
	17	Sand Filter Valves - Miller Plant	600,000	200,000	800,000
	23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000
	24	Miller Turbidimeter Project	255,000	0	255,000
	27	Ion Chromatograph Replacement	100,000	0	100,000
	29	Regeneration Furnace Equipment	125,000	40,000	165,000
	34	Autoclave	50,000	0	50,000
	44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000
	54	Intake Pier Access Bridge Painting	200,000	0	200,000
	60	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000
	68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000
	69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000
	83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000
	84	Roof Replacement 2014	1,200,000	0	1,200,000
	151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000
<b>Water Works PIF Total</b>			<b>7,433,000</b>	<b>530,000</b>	<b>7,963,000</b>
<b>California Total</b>			<b>7,433,000</b>	<b>530,000</b>	<b>7,963,000</b>
<b>Camp Washington</b>					
Sewers					
	151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000
<b>MSD Capital Improvements Total</b>			<b>1,169,000</b>	<b>13,947,000</b>	<b>15,116,000</b>
<b>Camp Washington Total</b>			<b>1,169,000</b>	<b>13,947,000</b>	<b>15,116,000</b>





## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013-2015 Total
<b>Carthage</b>					
Sewers					
	124	CSO 488 Storage Facility	0	1,033,400	1,033,400
<b>MSD Capital Improvements Total</b>			<b>0</b>	<b>1,033,400</b>	<b>1,033,400</b>
<b>Carthage Total</b>			<b>0</b>	<b>1,033,400</b>	<b>1,033,400</b>
<b>Clifton</b>					
Recreation					
	1	Recreation Facilities Renovation	1,500,000	0	1,500,000
	4	Compliance with ADA	100,000	0	100,000
<b>General Capital Total</b>			<b>1,600,000</b>	<b>0</b>	<b>1,600,000</b>
Sewers					
	10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200
	150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	361,900	0	361,900
<b>MSD Capital Improvements Total</b>			<b>3,853,100</b>	<b>0</b>	<b>3,853,100</b>
Water Works					
	19	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000
<b>Water Works PIF Total</b>			<b>300,000</b>	<b>1,900,000</b>	<b>2,200,000</b>
<b>Clifton Total</b>			<b>5,753,100</b>	<b>1,900,000</b>	<b>7,653,100</b>
<b>College Hill</b>					
Recreation					
	3	Outdoor Facilities Renovation	0	150,000	150,000
<b>General Capital Total</b>			<b>0</b>	<b>150,000</b>	<b>150,000</b>
Sewers					
	3	Winton 84-inch Sewer Elimination	125,000	0	125,000
<b>Stormwater Management Total</b>			<b>125,000</b>	<b>0</b>	<b>125,000</b>
<b>College Hill Total</b>			<b>125,000</b>	<b>150,000</b>	<b>275,000</b>
<b>Columbia Tusculum</b>					
Transportation & Engineering					
	26	Columbia Parkway Enhancements	100,000	215,000	315,000
<b>General Capital Total</b>			<b>100,000</b>	<b>215,000</b>	<b>315,000</b>
<b>Columbia Tusculum Total</b>			<b>100,000</b>	<b>215,000</b>	<b>315,000</b>
<b>Corryville</b>					
Transportation & Engineering					
	28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000
<b>General Capital Total</b>			<b>164,000</b>	<b>172,000</b>	<b>336,000</b>
<b>Corryville Total</b>			<b>164,000</b>	<b>172,000</b>	<b>336,000</b>
<b>Downtown</b>					
Enterprise Services					
	2	Building Equipment	235,000	30,000	265,000
	3	Capital Maintenance	175,000	0	175,000
	4	Furniture, Fixtures, and Equipment	50,000	200,000	250,000
<b>Convention Center Total</b>			<b>460,000</b>	<b>230,000</b>	<b>690,000</b>
Parks					
	1	Park Infrastructure Rehabilitation	352,100	411,000	763,100
	2	Cincinnati Riverfront Park	4,000,000	0	4,000,000

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
<b>Public Services</b>					
	10	Tech/Comm Ctr NURFC	300,000	0	300,000
<b>Trade and Development</b>					
	5	Downtown Housing Development	77,300	653,000	730,300
<b>Transportation &amp; Engineering</b>					
	17	Downtown Public Paver Replacement	0	43,000	43,000
	27	Downtown Infrast. Coord. & Implemtn	350,000	421,500	771,500
	35	Convention Center Expansion	2,000,000	1,000,000	3,000,000
	43	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000
	49	Pole Painting Downtown	188,000	0	188,000
		<b>General Capital Total</b>	<b>7,308,400</b>	<b>2,572,500</b>	<b>9,880,900</b>
<b>Enterprise Services</b>					
	1	Structural Maintenance & Repair	100,000	100,000	200,000
		<b>Parking System Facilities Total</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
		<b>Downtown Total</b>	<b>7,868,400</b>	<b>2,902,500</b>	<b>10,770,900</b>
<b>East End</b>					
<b>Transportation &amp; Engineering</b>					
	39	Airport Infrastructure Improvements	140,000	140,000	280,000
	40	FAA/ODOT Local Match	200,000	200,000	400,000
	41	Facility Improvements	262,600	289,100	551,700
		<b>General Aviation Total</b>	<b>602,600</b>	<b>629,100</b>	<b>1,231,700</b>
<b>Public Services</b>					
	6	Customs House	0	1,500,000	1,500,000
<b>Recreation</b>					
	3	Outdoor Facilities Renovation	220,000	0	220,000
<b>Transportation &amp; Engineering</b>					
	23	Ohio River Trail	308,000	344,000	652,000
	46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300
		<b>General Capital Total</b>	<b>1,026,900</b>	<b>2,440,400</b>	<b>3,467,300</b>
<b>Sewers</b>					
	19	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200
	20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500
	21	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700
	22	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000
	23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100
	24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400
	25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700
	26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300
	27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600
	28	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500
	31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300
	32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400
	33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300
	102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600
	104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100



## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	105	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000
		<b>MSD Capital Improvements Total</b>	<b>6,585,300</b>	<b>12,653,400</b>	<b>19,238,700</b>
<b>Water Works</b>					
	50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000
		<b>Water Works PIF Total</b>	<b>150,000</b>	<b>150,000</b>	<b>300,000</b>
		<b>East End Total</b>	<b>8,364,800</b>	<b>15,872,900</b>	<b>24,237,700</b>
<b>East Price Hill</b>					
<b>Public Services</b>					
	1	Replacement Facilities	15,200,000	0	15,200,000
<b>Recreation</b>					
	1	Recreation Facilities Renovation	500,000	0	500,000
	2	Aquatics Facilities Renovation	2,000,000	0	2,000,000
		<b>General Capital Total</b>	<b>17,700,000</b>	<b>0</b>	<b>17,700,000</b>
<b>Sewers</b>					
	123	Rapid Run Early Success Project	1,836,400	0	1,836,400
	145	Quebec Heights Sewer Separation	0	1,836,150	1,836,150
		<b>MSD Capital Improvements Total</b>	<b>1,836,400</b>	<b>1,836,150</b>	<b>3,672,550</b>
		<b>East Price Hill Total</b>	<b>19,536,400</b>	<b>1,836,150</b>	<b>21,372,550</b>
<b>East Walnut Hills</b>					
<b>Water Works</b>					
	10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000
		<b>Water Works PIF Total</b>	<b>1,000,000</b>	<b>0</b>	<b>1,000,000</b>
		<b>East Walnut Hills Total</b>	<b>1,000,000</b>	<b>0</b>	<b>1,000,000</b>
<b>Evanston</b>					
<b>Recreation</b>					
	1	Recreation Facilities Renovation	140,000	0	140,000
		<b>General Capital Total</b>	<b>140,000</b>	<b>0</b>	<b>140,000</b>
<b>Sewers</b>					
	107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300
		<b>MSD Capital Improvements Total</b>	<b>0</b>	<b>179,300</b>	<b>179,300</b>
		<b>Evanston Total</b>	<b>140,000</b>	<b>179,300</b>	<b>319,300</b>
<b>Hartwell</b>					
<b>Sewers</b>					
	73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000
	90	Hunsford Street Sewer Replacement	75,800	185,000	260,800
		<b>MSD Capital Improvements Total</b>	<b>1,187,800</b>	<b>185,000</b>	<b>1,372,800</b>
		<b>Hartwell Total</b>	<b>1,187,800</b>	<b>185,000</b>	<b>1,372,800</b>
<b>Hyde Park</b>					
<b>Sewers</b>					
	108	Portsmouth Avenue Sewer Replacement	139,600	0	139,600
		<b>MSD Capital Improvements Total</b>	<b>139,600</b>	<b>0</b>	<b>139,600</b>
		<b>Hyde Park Total</b>	<b>139,600</b>	<b>0</b>	<b>139,600</b>
<b>Kennedy Heights</b>					
<b>Water Works</b>					
	67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	85	Kennedy and Highland Avenues	89,000	180,000	269,000
		<b>Water Works PIF Total</b>	<b>839,000</b>	<b>180,000</b>	<b>1,019,000</b>
		<b>Kennedy Heights Total</b>	<b>839,000</b>	<b>180,000</b>	<b>1,019,000</b>
<b>Linwood</b>					
Sewers					
	29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100
	30	CSO 470 Sewer Separation Phase 4	169,700	0	169,700
		<b>MSD Capital Improvements Total</b>	<b>2,248,800</b>	<b>0</b>	<b>2,248,800</b>
		<b>Linwood Total</b>	<b>2,248,800</b>	<b>0</b>	<b>2,248,800</b>
<b>Lower Price Hill</b>					
Sewers					
	67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400
	74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000
	77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400
	78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500
	79	Wilder Avenue Sewer Replacement	0	571,900	571,900
		<b>MSD Capital Improvements Total</b>	<b>40,083,900</b>	<b>2,149,300</b>	<b>42,233,200</b>
		<b>Lower Price Hill Total</b>	<b>40,083,900</b>	<b>2,149,300</b>	<b>42,233,200</b>
<b>Madisonville</b>					
Recreation					
	3	Outdoor Facilities Renovation	0	250,000	250,000
		<b>General Capital Total</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>
Sewers					
	4	Deerfield Creek Channel Improvements	200,000	300,000	500,000
	6	Duck Creek Channel Repair	0	300,000	300,000
		<b>Stormwater Management Total</b>	<b>200,000</b>	<b>600,000</b>	<b>800,000</b>
		<b>Madisonville Total</b>	<b>200,000</b>	<b>850,000</b>	<b>1,050,000</b>
<b>Millvale</b>					
Recreation					
	2	Aquatics Facilities Renovation	75,000	0	75,000
		<b>General Capital Total</b>	<b>75,000</b>	<b>0</b>	<b>75,000</b>
		<b>Millvale Total</b>	<b>75,000</b>	<b>0</b>	<b>75,000</b>
<b>Mt. Adams</b>					
Public Services					
	7	Community Facility Improvements	200,000	200,000	400,000
		<b>General Capital Total</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>
		<b>Mt. Adams Total</b>	<b>200,000</b>	<b>200,000</b>	<b>400,000</b>
<b>Mt. Airy</b>					
Sewers					
	139	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700
	158	West Fork Interceptor and Storage Tanks	246,160	0	246,160
		<b>MSD Capital Improvements Total</b>	<b>490,860</b>	<b>0</b>	<b>490,860</b>



## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
<b>Water Works</b>					
	20	Mt. Airy Exterior Renovation	500,000	300,000	800,000
		<b>Water Works PIF Total</b>	<b>500,000</b>	<b>300,000</b>	<b>800,000</b>
		<b>Mt. Airy Total</b>	<b>990,860</b>	<b>300,000</b>	<b>1,290,860</b>
<b>Mt. Auburn</b>					
<b>Recreation</b>					
	3	Outdoor Facilities Renovation	0	120,000	120,000
		<b>General Capital Total</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>
		<b>Mt. Auburn Total</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>
<b>Mt. Lookout</b>					
<b>Sewers</b>					
	100	Beverly Hill Drive Sewer Replacement	262,200	0	262,200
	106	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600
		<b>MSD Capital Improvements Total</b>	<b>262,200</b>	<b>1,106,600</b>	<b>1,368,800</b>
		<b>Mt. Lookout Total</b>	<b>262,200</b>	<b>1,106,600</b>	<b>1,368,800</b>
<b>Mt. Washington</b>					
<b>Recreation</b>					
	3	Outdoor Facilities Renovation	24,000	0	24,000
		<b>General Capital Total</b>	<b>24,000</b>	<b>0</b>	<b>24,000</b>
<b>Sewers</b>					
	8	Glade Avenue Porous Walk Trial	180,000	0	180,000
		<b>Stormwater Management Total</b>	<b>180,000</b>	<b>0</b>	<b>180,000</b>
		<b>Mt. Washington Total</b>	<b>204,000</b>	<b>0</b>	<b>204,000</b>
<b>North Fairmont</b>					
<b>Sewers</b>					
	125	CSO 10 Source Control Phase A	5,843,100	0	5,843,100
	133	Lick Run Property Demolitions	619,900	0	619,900
		<b>MSD Capital Improvements Total</b>	<b>6,463,000</b>	<b>0</b>	<b>6,463,000</b>
		<b>North Fairmont Total</b>	<b>6,463,000</b>	<b>0</b>	<b>6,463,000</b>
<b>Northside</b>					
<b>Transportation &amp; Engineering</b>					
	29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000
		<b>General Capital Total</b>	<b>82,000</b>	<b>86,000</b>	<b>168,000</b>
<b>Sewers</b>					
	62	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500
	129	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500
	156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300
	157	CSO 130 Stream Separation	1,566,800	0	1,566,800
	158	West Fork Interceptor and Storage Tanks	246,170	0	246,170
		<b>MSD Capital Improvements Total</b>	<b>3,440,570</b>	<b>13,512,700</b>	<b>16,953,270</b>
<b>Sewers</b>					
	5	West Fork Channel Repair	0	300,000	300,000
		<b>Stormwater Management Total</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>
		<b>Northside Total</b>	<b>3,522,570</b>	<b>13,898,700</b>	<b>17,421,270</b>

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
<b>Oakley</b>					
Recreation					
	1	Recreation Facilities Renovation	0	1,000,000	1,000,000
	2	Aquatics Facilities Renovation	0	2,400,000	2,400,000
	4	Compliance with ADA	0	100,000	100,000
Transportation & Engineering					
	45	Madison/Kenwood RR Bridge	0	596,400	596,400
<b>General Capital Total</b>			<b>0</b>	<b>4,096,400</b>	<b>4,096,400</b>
Sewers					
	109	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200
<b>MSD Capital Improvements Total</b>			<b>0</b>	<b>1,259,200</b>	<b>1,259,200</b>
<b>Oakley Total</b>			<b>0</b>	<b>5,355,600</b>	<b>5,355,600</b>
<b>Over-the-Rhine</b>					
Public Services					
	2	Music Hall Renovations	2,000,000	2,000,000	4,000,000
	8	Findlay Market Improvements	105,300	105,300	210,600
Recreation					
	5	Athletics Facilities Renovation	50,000	0	50,000
Trade and Development					
	8	Gateway V	1,500,000	0	1,500,000
Transportation & Engineering					
	25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000
<b>General Capital Total</b>			<b>4,705,300</b>	<b>2,621,300</b>	<b>7,326,600</b>
<b>Over-the-Rhine Total</b>			<b>4,705,300</b>	<b>2,621,300</b>	<b>7,326,600</b>
<b>Pendleton</b>					
Recreation					
	3	Outdoor Facilities Renovation	0	75,000	75,000
<b>General Capital Total</b>			<b>0</b>	<b>75,000</b>	<b>75,000</b>
<b>Pendleton Total</b>			<b>0</b>	<b>75,000</b>	<b>75,000</b>
<b>Pleasant Ridge</b>					
Recreation					
	3	Outdoor Facilities Renovation	60,000	0	60,000
<b>General Capital Total</b>			<b>60,000</b>	<b>0</b>	<b>60,000</b>
<b>Pleasant Ridge Total</b>			<b>60,000</b>	<b>0</b>	<b>60,000</b>
<b>Queensgate</b>					
Public Services					
	7	Community Facility Improvements	200,000	200,000	400,000
<b>General Capital Total</b>			<b>200,000</b>	<b>200,000</b>	<b>400,000</b>
Water Works					
	59	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000
<b>Water Works PIF Total</b>			<b>1,800,000</b>	<b>0</b>	<b>1,800,000</b>
<b>Queensgate Total</b>			<b>2,000,000</b>	<b>200,000</b>	<b>2,200,000</b>
<b>Riverside</b>					
Sewers					
	51	CSO 410 Stream Separation	863,300	0	863,300



## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500
	131	CSO 415 and CSO 416 Source Control	993,000	0	993,000
		<b>MSD Capital Improvements Total</b>	<b>2,195,800</b>	<b>0</b>	<b>2,195,800</b>
<b>Water Works</b>					
	45	Main Station Trans Switch Controls	100,000	0	100,000
		<b>Water Works PIF Total</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
		<b>Riverside Total</b>	<b>2,295,800</b>	<b>0</b>	<b>2,295,800</b>
<b>Roselawn</b>					
<b>Recreation</b>					
	1	Recreation Facilities Renovation	550,000	0	550,000
		<b>General Capital Total</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>
		<b>Roselawn Total</b>	<b>550,000</b>	<b>0</b>	<b>550,000</b>
<b>Sayler Park</b>					
<b>Recreation</b>					
	5	Athletics Facilities Renovation	0	80,000	80,000
		<b>General Capital Total</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>
<b>Sewers</b>					
	3	Muddy Creek Pump Station Upgrade	660,800	0	660,800
	7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000
	9	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000
	54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600
	55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000
		<b>MSD Capital Improvements Total</b>	<b>9,673,400</b>	<b>0</b>	<b>9,673,400</b>
		<b>Sayler Park Total</b>	<b>9,673,400</b>	<b>80,000</b>	<b>9,753,400</b>
<b>Sedamsville</b>					
<b>Recreation</b>					
	3	Outdoor Facilities Renovation	0	120,000	120,000
		<b>General Capital Total</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>
<b>Sewers</b>					
	64	Bold Face Pump Station Elimination	0	13,101,800	13,101,800
		<b>MSD Capital Improvements Total</b>	<b>0</b>	<b>13,101,800</b>	<b>13,101,800</b>
		<b>Sedamsville Total</b>	<b>0</b>	<b>13,221,800</b>	<b>13,221,800</b>
<b>South Cumminsville</b>					
<b>Sewers</b>					
	158	West Fork Interceptor and Storage Tanks	246,170	0	246,170
	159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000
		<b>MSD Capital Improvements Total</b>	<b>359,170</b>	<b>0</b>	<b>359,170</b>
		<b>South Cumminsville Total</b>	<b>359,170</b>	<b>0</b>	<b>359,170</b>
<b>South Fairmount</b>					
<b>Sewers</b>					
	132	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100
	133	Lick Run Property Demolitions	619,900	0	619,900
	137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300
	138	State Avenue Sewer Separation	290,000	0	290,000
	141	White Street Sewer Separation	826,300	5,021,200	5,847,500

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	142	Quebec Road Sewer Separation	645,000	645,500	1,290,500
	145	Quebec Heights Sewer Separation	0	1,836,150	1,836,150
	146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600
	147	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000
	149	Queen City Avenue Sewer Separation Phase 1	3,068,850	0	3,068,850
<b>MSD Capital Improvements Total</b>			<b>21,970,050</b>	<b>16,502,850</b>	<b>38,472,900</b>
<b>South Fairmount Total</b>			<b>21,970,050</b>	<b>16,502,850</b>	<b>38,472,900</b>
<b>Spring Grove Village</b>					
Recreation					
	5	Athletics Facilities Renovation	100,000	0	100,000
<b>General Capital Total</b>			<b>100,000</b>	<b>0</b>	<b>100,000</b>
Sewers					
	83	Station Avenue Sewer Replacement	1,194,600	0	1,194,600
	126	CSO 30 Stream Separation - Phase B	196,000	0	196,000
<b>MSD Capital Improvements Total</b>			<b>1,390,600</b>	<b>0</b>	<b>1,390,600</b>
Water Works					
	40	Backup Software\Hardware	350,000	0	350,000
	41	PeopleSoft Upgrade	275,000	75,000	350,000
	46	Server Room Air Conditioner Replacement	60,000	0	60,000
	49	Chester Park Complex HVAC Control Completion	150,000	0	150,000
	56	Billing System Hardware Replacement	100,000	0	100,000
	72	SharePoint Expansion	175,000	25,000	200,000
	79	Billing System Upgrade 2014	1,500,000	0	1,500,000
	86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000
<b>Water Works PIF Total</b>			<b>2,760,000</b>	<b>250,000</b>	<b>3,010,000</b>
<b>Spring Grove Village Total</b>			<b>4,250,600</b>	<b>250,000</b>	<b>4,500,600</b>
<b>The Heights</b>					
Recreation					
	3	Outdoor Facilities Renovation	0	135,000	135,000
<b>General Capital Total</b>			<b>0</b>	<b>135,000</b>	<b>135,000</b>
<b>The Heights Total</b>			<b>0</b>	<b>135,000</b>	<b>135,000</b>
<b>Walnut Hills</b>					
Recreation					
	3	Outdoor Facilities Renovation	0	85,000	85,000
<b>General Capital Total</b>			<b>0</b>	<b>85,000</b>	<b>85,000</b>
Sewers					
	66	German Cemetery Sewer Replacement	0	945,300	945,300
	84	Myrtle Avenue Sewer Abandonment	52,000	0	52,000
<b>MSD Capital Improvements Total</b>			<b>52,000</b>	<b>945,300</b>	<b>997,300</b>
<b>Walnut Hills Total</b>			<b>52,000</b>	<b>1,030,300</b>	<b>1,082,300</b>
<b>West Price Hill</b>					
Recreation					
	3	Outdoor Facilities Renovation	60,000	0	60,000
<b>General Capital Total</b>			<b>60,000</b>	<b>0</b>	<b>60,000</b>
Sewers					
	85	McKeone Avenue Sewer Replacement	0	101,400	101,400





## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2013-2015 Total
	87	Quebec Road Sewer Replacement	130,500	467,000	597,500
	133	Lick Run Property Demolitions	619,900	0	619,900
	134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	272,500	5,695,950	5,968,450
	136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000
<b>MSD Capital Improvements Total</b>			<b>1,248,900</b>	<b>8,801,350</b>	<b>10,050,250</b>
<b>West Price Hill Total</b>			<b>1,308,900</b>	<b>8,801,350</b>	<b>10,110,250</b>
<b>Westwood</b>					
<b>Fire</b>					
	11	Westwood Firehouse Furnishings	75,000	0	75,000
<b>Recreation</b>					
	5	Athletics Facilities Renovation	220,000	0	220,000
<b>General Capital Total</b>			<b>295,000</b>	<b>0</b>	<b>295,000</b>
<b>Sewers</b>					
	14	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500
	65	Cora Avenue Sewer Replacement	0	681,900	681,900
	92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600
	134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	272,500	5,695,950	5,968,450
	143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400
	144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000
	149	Queen City Avenue Sewer Separation Phase 1	3,068,850	0	3,068,850
<b>MSD Capital Improvements Total</b>			<b>5,428,550</b>	<b>23,439,150</b>	<b>28,867,700</b>
<b>Westwood Total</b>			<b>5,723,550</b>	<b>23,439,150</b>	<b>29,162,700</b>
<b>Winton Hills</b>					
<b>City Manager</b>					
	2	Center Hill Gas & Leachate	143,500	112,100	255,600
<b>Recreation</b>					
	1	Recreation Facilities Renovation	90,000	0	90,000
<b>General Capital Total</b>			<b>233,500</b>	<b>112,100</b>	<b>345,600</b>
<b>Sewers</b>					
	63	CSO 483 Stream Separation	4,271,200	0	4,271,200
	154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500
	155	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000
<b>MSD Capital Improvements Total</b>			<b>13,457,700</b>	<b>0</b>	<b>13,457,700</b>
<b>Winton Hills Total</b>			<b>13,691,200</b>	<b>112,100</b>	<b>13,803,300</b>
<b>Citywide</b>					
<b>City Manager</b>					
	1	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100
	3	Wheeled Recycling Carts	535,500	471,900	1,007,400
	4	Computer Aided Dispatch Upgrades	850,000	0	850,000
	5	Emergency Environmental Cleanup/UST	10,000	10,000	20,000
<b>Enterprise Technology Solutions</b>					
	1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000
	2	Communications Master Plan	306,700	78,000	384,700
	3	Data Infrastructure Security	56,300	105,900	162,200
	4	Cincinnati Financial System Upgrades	22,200	22,200	44,400
	5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	8	Data Management Solution	0	102,300	102,300
Finance					
	1	Licensing Software & A/R Collection Sys.	10,000	0	10,000
Fire					
	1	Radio Equipment Replacement	750,000	0	750,000
	2	Records Management System Servers and Storage	100,000	0	100,000
	5	Apparatus Door Closers	94,900	0	94,900
	6	High Rise Equipment	57,700	48,500	106,200
	8	CFD Driving Simulator	0	200,000	200,000
	9	Appliances for Existing Firehouses	0	62,200	62,200
	12	Personal Protective Equipment	180,000	0	180,000
Health					
	1	Facilities Renovation & Repairs	159,900	309,000	468,900
	2	Health IT Equipment	172,000	0	172,000
	3	Dental Software	60,000	0	60,000
Parks					
	1	Park Infrastructure Rehabilitation	2,811,000	1,804,000	4,615,000
Planning and Buildings					
	1	Neighborhood Studies	77,100	81,700	158,800
Police					
	2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000
Public Services					
	1	Replacement Facilities	1,279,600	1,084,700	2,364,300
	3	Sign Replacement	330,000	330,000	660,000
	4	Fleet Replacements	5,456,700	4,484,700	9,941,400
	5	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600
	9	Trash Receptacles	186,500	186,500	373,000
	11	Wheeled Trash Carts	4,700,000	0	4,700,000
Recreation					
	1	Recreation Facilities Renovation	888,700	108,200	996,900
	2	Aquatics Facilities Renovation	476,000	88,700	564,700
	3	Outdoor Facilities Renovation	54,500	36,500	91,000
	5	Athletics Facilities Renovation	54,400	36,500	90,900
Trade and Development					
	1	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500
	2	Strategic Housing Initiatives Program	0	986,200	986,200
	3	Homeless to Homes	1,400,000	0	1,400,000
	4	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400
	6	Citirama	800,000	0	800,000
	7	Neighborhood Market Rate Housing	500,000	850,000	1,350,000
	9	Strategic Program for Urban Redevelopment	100,000	300,000	400,000
	10	Tax Incentive/Enterprise Zone	100,000	100,000	200,000
	11	Business Retention/New Growth	1,000,000	0	1,000,000
	12	Viable Small Business Development	1,000,000	0	1,000,000
	13	Neighborhood Business District Improvements	900,000	900,000	1,800,000
	14	Commercial & Industrial Public Improvements	350,000	350,000	700,000



## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	15	Community Development Focus District	250,000	250,000	500,000
	16	Neighborhood Business Property Holding	22,000	25,000	47,000
<b>Transportation &amp; Engineering</b>					
	1	Information Systems Acquisition	123,000	129,000	252,000
	2	SCIP Loan Repayment	215,000	215,000	430,000
	3	Innovative Transportation Strategies	470,000	500,000	970,000
	4	Street Rehabilitation	17,719,600	9,601,700	27,321,300
	5	Street Improvements	945,900	860,000	1,805,900
	6	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500
	7	OKI Corridor Studies	250,000	250,000	500,000
	8	Bridge Rehabilitation Program	820,000	946,000	1,766,000
	9	Computerized Traffic Signal System	164,000	172,000	336,000
	10	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000
	11	LED Traffic and Pedestrian Signals	246,700	323,800	570,500
	12	Gateways/Greenways Improvement	200,000	470,000	670,000
	13	Sidewalk Repair Program	450,000	602,000	1,052,000
	14	Curb Ramps - Street Rehab	0	377,900	377,900
	15	Safety Improvements	100,000	100,000	200,000
	16	Traffic Signal Controllers & Detectors	100,000	120,000	220,000
	18	Bicycle Transportation Program	442,000	516,000	958,000
	19	Spot Infrastructure Replacement	520,400	602,000	1,122,400
	20	Street Light Replacement Project	82,000	86,000	168,000
	22	Pavement Management	239,400	146,200	385,600
	30	Raised Pavement Markers	0	43,000	43,000
	31	Duke Street Light Replacement Project	123,000	129,000	252,000
	33	ML King/I-71 Interchange	300,000	0	300,000
	34	ROW Ordinance Implementation	30,000	86,000	116,000
	47	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000
		<b>General Capital Total</b>	<b>59,987,300</b>	<b>38,537,150</b>	<b>98,524,450</b>
<b>Transportation &amp; Engineering</b>					
	42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000
		<b>Income Tax Transit Total</b>	<b>100,000</b>	<b>100,000</b>	<b>200,000</b>
<b>Sewers</b>					
	1	Barrier Dam Facility Repairs	356,000	0	356,000
		<b>Stormwater Management Total</b>	<b>356,000</b>	<b>0</b>	<b>356,000</b>
<b>Enterprise Technology Solutions</b>					
	7	Radio Communications Equipment	30,000	30,000	60,000
		<b>Telecommunications Services Total</b>	<b>30,000</b>	<b>30,000</b>	<b>60,000</b>
		<b>Citywide Total</b>	<b>60,473,300</b>	<b>38,667,150</b>	<b>99,140,450</b>
<b>Inside Hamilton County/Inside &amp; Outside City</b>					
<b>Sewers</b>					
	59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800
	140	West Fork Channel Improvements	996,700	0	996,700
		<b>MSD Capital Improvements Total</b>	<b>2,124,100</b>	<b>6,714,400</b>	<b>8,838,500</b>

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
Water Works					
	7	Madison - Observatory to Isabella	4,900,000	0	4,900,000
Water Works PIF Total			4,900,000	0	4,900,000
Inside Hamilton County/Inside & Outside City Total			7,024,100	6,714,400	13,738,500
<b>Inside Hamilton County/Outside City</b>					
Sewers					
	6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100
	8	Glenview Pump Station Elimination	0	2,177,000	2,177,000
	11	Daly Road Sewer Replacement	0	9,605,900	9,605,900
	12	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500
	15	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000
	16	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500
	17	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500
	43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800
	44	White Oak Terrace Pump Station Elimination	559,100	0	559,100
	45	Bruestle Avenue Pump Station Elimination	0	797,900	797,900
	46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400
	47	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000
	48	Westchase Park Pump Station Elimination	440,400	0	440,400
	49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000
	50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000
	56	Barrington Pump Station Eliminations	550,000	0	550,000
	58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000
	60	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400
	61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000
	68	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200
	71	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000
	76	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300
	80	Glen Landing Pump Station Improvements	63,100	313,700	376,800
	86	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100
	88	Carpenters Run Pump Station Upgrade	231,300	0	231,300
	89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100
	91	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100
	93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200
	94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000
	97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000
	98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500
	99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900
	101	Camargo Canyon Pump Station Elimination	710,600	0	710,600
	103	Beckman Pump Station Elimination	0	292,400	292,400
	127	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000
	130	CSO 523 Source Control	1,091,000	0	1,091,000
	135	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300
	160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900
	161	Benson Street Sewer Replacement	0	2,407,400	2,407,400
MSD Capital Improvements Total			107,732,300	89,017,300	196,749,600



## Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
<b>Water Works</b>					
	4	Kemper Road Tank	300,000	0	300,000
	13	Delhi Water Tank Painting	700,000	0	700,000
	37	Brecon Tank Coating	1,450,000	0	1,450,000
	77	Mack Tank Interior Coating	351,000	0	351,000
	78	Cherry Grove Elevated Interior Coating	200,000	0	200,000
		<b>Water Works PIF Total</b>	<b>3,001,000</b>	<b>0</b>	<b>3,001,000</b>
		<b>Inside Hamilton County/Outside City Total</b>	<b>110,733,300</b>	<b>89,017,300</b>	<b>199,750,600</b>
<b>Outside Hamilton County/Outside City</b>					
<b>Water Works</b>					
	8	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000
	11	Backup Power Generator - Constance	800,000	0	800,000
	12	Bolton Plant Well #4 Replacement	750,000	0	750,000
	16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000
	30	Bolton Turbidimeters	79,000	0	79,000
	35	Bolton Plant Chlorinators Upgrade	60,000	0	60,000
	47	Constance Pump Station Redundant Air Compressor	31,000	0	31,000
	88	Constance Dosing & Monitoring	0	26,000	26,000
		<b>Water Works PIF Total</b>	<b>5,660,000</b>	<b>26,000</b>	<b>5,686,000</b>
		<b>Outside Hamilton County/Outside City Total</b>	<b>5,660,000</b>	<b>26,000</b>	<b>5,686,000</b>
<b>Systemwide</b>					
<b>Enterprise Technology Solutions</b>					
	6	CAGIS Infrastructure	58,500	59,450	117,950
	9	Active Directory / Server Consolidation	185,100	100,000	285,100
		<b>General Capital Total</b>	<b>243,600</b>	<b>159,450</b>	<b>403,050</b>
<b>Sewers</b>					
	34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000
	35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000
	36	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000
	37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000
	38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200
	39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000
	40	Urgent Capacity Response	2,884,000	2,900,000	5,784,000
	41	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600
	42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000
	110	Land Acquisition	3,000,000	3,000,000	6,000,000
	111	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000
	112	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000
	113	Information Technology Support Systems Improvements	335,000	0	335,000
	114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000
	115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000
	116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000
	118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800
	119	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200
	120	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000
	121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000

# Capital Investment Program

## Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	FY 2013/2014	FY 2015	FY 2013-2015 Total
	122	Value Engineering	375,000	375,000	750,000
<b>MSD Capital Improvements Total</b>			<b>73,512,800</b>	<b>72,479,000</b>	<b>145,991,800</b>
<b>Water Works</b>					
	2	Private Development Allocation Program	610,000	588,500	1,198,500
	3	Castings/Street Improvements	505,000	668,500	1,173,500
	5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600
	6	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300
	9	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000
	14	Computers, Servers, and Software	348,500	228,500	577,000
	18	SCADA Citect Upgrade	300,000	0	300,000
	21	Valve Replacement Program	412,500	137,500	550,000
	22	Contamination Warning System	296,000	71,000	367,000
	25	Large Motor Rewind Program (Annual)	125,000	125,000	250,000
	26	SCADA Remote Terminal Units	186,000	62,000	248,000
	28	Station Valve Equipment	160,000	40,000	200,000
	31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000
	32	Simplex Upgrade	60,000	0	60,000
	33	Continuous Water Quality Monitors	145,000	35,000	180,000
	36	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000
	38	SCADA Remote Site Communications	533,000	110,000	643,000
	39	All Pipes Distribution System Model Validation	400,000	0	400,000
	42	System Area Network (SAN) Replacement	350,000	0	350,000
	43	SCADA Communications Front End (CFE)	122,000	0	122,000
	48	Critical Backup Power Projects	1,000,000	0	1,000,000
	51	Field Application Replacement on Large Pumps	120,000	0	120,000
	52	Battery, Charger, and DC Panel	50,000	50,000	100,000
	53	Wash Water Recovery Pumps	48,000	0	48,000
	55	Miscellaneous Masonry Replacement	150,000	299,400	449,400
	57	Electrical Transformers	170,000	0	170,000
	63	Motor Control Center Equipment	160,000	120,000	280,000
	64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600
	65	Crane Equipment Improvements	50,000	50,000	100,000
	66	Roof Replacement 2013	1,000,000	0	1,000,000
	70	Medium Voltage Station Backup Breakers	126,000	42,000	168,000
	71	Station Protective Relays	100,000	0	100,000
	73	Video Conference Equipment	50,000	0	50,000
	74	New Water Mains Allocation Program	1,254,000	425,000	1,679,000
	81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100
	87	Solar Recording Charts	0	126,000	126,000
<b>Water Works PIF Total</b>			<b>62,399,000</b>	<b>46,956,000</b>	<b>109,355,000</b>
<b>Systemwide Total</b>			<b>136,155,400</b>	<b>119,594,450</b>	<b>255,749,850</b>
<b>Grand Total</b>			<b>495,739,200</b>	<b>385,123,000</b>	<b>880,862,200</b>



**ALL FUNDS**

**FY 2013/14-2019 CAPITAL INVESTMENT PROGRAM  
IMPACT ON THE OPERATING BUDGET**

This report describes the relationship between the Capital Investment Program (CIP) and the Operating Budget. The debt service impact is provided for the General Capital Budget and the Restricted Funds Capital Budget. The net impact of estimated new operating and maintenance costs (or savings) related to a capital project is provided by Department for General Capital as well as Restricted Fund Capital projects. Special Revenue Capital and Federal/State Capital Matching funds are not included in this report.

Please Note: The CIP Project Funding in the Sewers Department reflects approved funding for calendar years 2013 through 2018.



**Impact of FY 2013/14-2019 Capital Investment Program  
on the Operating Budget**

The Capital Investment Program (CIP) has a direct and significant impact on the Operating Budget. A major factor in this relationship is the debt service costs in the Operating Budget for bonds issued for capital projects that require long-term financing. The FY 2013/14 Approved Operating Budget includes a total of \$368.8 million in debt service expenses: \$140.5 million related to the General Capital Budget and \$228.3 million related to the Restricted Funds Capital Budget. Debt service costs totaling \$259.4 million are included in the FY 2015 Approved Operating Budget: \$90.0 million for the General Capital Budget and \$169.4 million for the Restricted Funds Capital Budget (see following table).

<b>FY 2013/2014-2015 Approved Capital Budget Debt Service in the Operating Budget</b>		
<b>Fund</b>	<b>FY 2013/2014 Debt Service</b>	<b>FY 2015 Debt Service</b>
Bond Retirement	\$ 140,500,250	\$ 90,000,000
Restricted Funds Capital	<u>\$ 228,346,690</u>	<u>\$ 169,413,820</u>
<b>Total</b>	<b>\$ 368,846,940</b>	<b>\$ 259,413,820</b>

\*The Bond Retirement Fund is utilized to pay the debt service on general obligation bonds and notes issued to raise funding for General Capital improvement projects. Other self-supported debt is also paid through this fund.

**Capital Projects' Impact on Operating Budget**

When a capital project is developed, the new operating or maintenance costs associated with that new project are determined and this impact on the Operating Budget is considered before project commitments are made. Conversely, any savings to the Operating Budget are also considered when developing a new capital project. The construction of a new police station may generate increased maintenance costs, for example, because the new facility may be larger than the old facility, requiring more telecommunication and computer services. However, these increased costs may be offset by reduced utility costs, resulting from energy efficient doors, windows, and construction materials.

Capital projects impacting the Operating Budget are considered either routine in nature or non-recurring projects. Routine or recurring projects usually include projects that receive funding on an annual or regular cycle to conduct ongoing capital initiatives such as street rehabilitation or fleet replacement. Non-recurring projects do not receive annual appropriations in the Capital Budget and are typically one-time or stand alone projects. The construction of a new recreation center would mostly likely be considered a non-recurring capital project that could potentially impact the Operating Budget.





The Approved FY 2013/14-2019 CIP includes both recurring and non-recurring projects with an impact on the Operating Budget. Many projects, such as the construction of the City's new Police District 3 station in the Replacement Facilities project in the Public Services Department, will most likely impact the Operating Budget; however, the impact has not yet been determined. Some projects, such as the Business Retention/New Growth project, will undoubtedly impact the Operating Budget through increased revenue to the General Fund, but the impact of this project will be difficult to quantify.

***Significant Non-Recurring Capital Projects***

The list below provides a brief description of the capital projects considered to be significant and non-recurring and are also expected to have an impact on the Operating Budget.

1. Wheeled Recycling Carts – This project in the Department of the City Manager will reduce Operating Budget expenditures by diverting solid waste from the landfill and reducing tipping fees. Revenue to the Operating Budget will increase from the residential recycling incentive program.
2. Computer Aided Dispatch (CAD) Upgrades – This project in the Department of the City Manager will improve the Emergency 911 system and the dispatching of Police and Fire emergency responders. This project will reduce Operating Budget expenditures by reducing annual maintenance costs of the CAD system.
3. Records Management System Servers and Storage – This project in the Department of Fire will reduce Operating Budget expenditures through decreased maintenance and repair costs for servers.
4. Cincinnati Riverfront Park – This project in the Department of Parks supports the construction of the new Smale Riverfront Park, a 45-acre public park located adjacent to The Banks development and between Great American Ball Park and Paul Brown Stadium. When completed, the additional Operating Budget expenditures are estimated to be \$1.4 million annually.
5. Wheeled Trash Carts – This project in the Department of Public Services will reduce Operating Budget expenditures by creating efficiencies in the solid waste collection program, which is expected to result in the elimination of one solid waste collection route. Additionally, work related injuries are expected to decline.
6. Eastern/Delta Sewer Separation Phase 3 – This project in the Department of Sewers will reduce Operating Budget expenditures by reducing maintenance costs at the Delta Avenue pump station.
7. Bruestle Avenue Pump Station Elimination – This project in the Department of Sewers will reduce Operating Budget expenditures by eliminating maintenance costs at the Bruestle Avenue pump station.
8. Ultraviolet Disinfection/Miller Plant – This project in the Department of Water will significantly increase Operating Budget expenditures by increasing electricity costs at the Miller Plant. These increases will be partially offset through the use of solar panels.
9. Richard Miller Plant Filter Gallery Light Replacement – This project in the Department of Water will reduce Operating Budget expenditures by replacing fluorescent lighting fixtures with light-emitting diode lighting fixtures, which have lower energy costs.
10. Bolton Plant Redundant Transmission Main – This project in the Department of Water will reduce Operating Budget expenditures through increased efficiencies in the well pumping system that will result in electric savings.



11. Video Conference Equipment – This project in the Department of Water will reduce Operating Budget expenditures by reducing travel between facilities for meetings and conferences. Personnel and travel expenses will be reduced.

The following report summarizes the estimated net operating and maintenance costs or savings associated with the FY 2013/14-2019 Approved CIP. This report includes capital projects with an estimated impact on the Operating Budget that are considered significant and non-recurring projects as well as projects that are considered routine in nature.



**Operating Budget Impact**  
**FY 2014-2019 Capital Improvement Program**  
**Net Operating and Maintenance Costs or Savings (Estimated)**

*Note: Positive figures indicate Operating Budget additional costs; negative figures indicate savings.*

**Department of City Manager**

Capital Project: Regulatory Compliance & Energy Conservation FY 2014-2019 CIP Project Funding: \$457,600	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(6,350)	(19,860)	(35,370)	(51,900)	(67,900)	(83,620)
<b>Description of Operating Impact</b> Most City departments are anticipated to realize a non-personnel savings related to their Duke Energy electric expenditures.						
<b>Description of Non-Financial Impact</b> The non-financial impact of implementing this project will be increased energy conservation efforts, saving natural resources, and better comfort/productivity in City-owned buildings.						

Capital Project: Wheeled Recycling Carts FY 2014-2019 CIP Project Funding: \$2,790,800	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(646,484)	(646,484)	(646,484)	(646,484)	(646,484)	(646,484)
<b>Description of Operating Impact</b> The large wheeled carts are automated and provide for more accurate record keeping and billing. They also allow for every other week collection. The incentive program has increased the volume of trash being diverted from the landfill reducing tipping fees. Increased revenues are also realized.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this capital project is the conservation of natural resources and landfill space. In addition, the implementation of a recycling program will contribute to the City of Cincinnati earning a Green reputation.						

Capital Project: Computer Aided Dispatch Upgrades FY 2014-2019 CIP Project Funding: \$850,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Description of Operating Impact</b> The operating budget impact of this project is to reduce annual maintenance costs of the computer aided dispatch system due to a change in the back server network. Emergency Communication Center (ECC) personnel costs will remain the same.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this project is a more robust system both in hardware storage and software versions. These systems are needed to support Emergency 911, and the dispatching of both Police and Fire emergency responders.						

**Department of Enterprise Technology Solutions**

Capital Project: Active Directory / Server Consolidation FY 2014-2019 CIP Project Funding: \$1,202,300	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	17,500	17,500	17,500	17,500	17,500	17,500
<b>Description of Operating Impact</b> Operating costs associated with the licensing and maintenance of equipment and software will cost \$17,500 annually.						
<b>Description of Non-Financial Impact</b> The consolidation of software and hardware will allow City departments to access server data in the event of failure.						

# Capital Investment Program

## Operating Budget Impact



Capital Project: Electronic Gov't (eGov) Web Enhancement FY 2014-2019 CIP Project Funding: \$853,100	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(153,700)	(153,700)	(153,700)	(153,700)	(153,700)	(153,700)
<b>Description of Operating Impact</b> The operating budget would need to increase by \$50,000 per year to support the entire eGov web team staff. This would be offset by estimated non-personnel savings in the amount of \$203,700, which are attributable to reduced web publishing costs, enhanced processing of City forms, reduced web server costs, and reduced SSL Cert costs.						
<b>Description of Non-Financial Impact</b> This project will improve customer satisfaction and interaction.						

### Department of Fire

Capital Project: Records Management System Servers and Storage FY 2014-2019 CIP Project Funding: \$100,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(1,000)	(2,500)	(2,500)	(2,500)	(5,000)	(5,000)
<b>Description of Operating Impact</b> This project is expected to reduce maintenance and repair costs for Fire Department servers that have exceeded expected life and are no longer under warranty.						
<b>Description of Non-Financial Impact</b> Employees will be able to perform their assigned duties efficiently, which will provide time to perform other tasks such as hydrant inspections.						

Capital Project: Radio Equipment Replacement FY 2014-2019 CIP Project Funding: \$750,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(4,425)	(4,425)	(4,425)	(4,425)	(4,425)	(4,425)
<b>Description of Operating Impact</b> The Cincinnati Fire Department's current annual radio repair expense averages approximately \$14,425. This expense would be eliminated for a couple of years with the new radios and their anticipated warranty coverage. There is normally a programming cost for new equipment and we have estimated that amount per year, resulting in a net anticipated savings of \$4,425 a year.						
<b>Description of Non-Financial Impact</b> Radio communication is an integral part of the fire service and communication failures are cited as having an impact in nearly every line of duty death. Radio communication facilitates virtually all action taken by personnel at the scene of an emergency.						

### Department of Parks

Capital Project: Cincinnati Riverfront Park FY 2014-2019 CIP Project Funding: \$4,000,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	660,000	685,000	935,000	1,110,000	1,210,000	1,360,000
<b>Description of Operating Impact</b> The new park will be built over the next eight to ten years and will cost \$1.4 million a year to maintain when buildout is completed.						
<b>Description of Non-Financial Impact</b> This project will stimulate the local and regional economy, and will provide for improved economic development.						



**Department of Public Services**

Capital Project: Wheeled Trash Carts FY 2014-2019 CIP Project Funding: \$4,700,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(277,901)	(279,898)	(519,058)	(515,286)	(512,392)	(499,698)
<b>Description of Operating Impact</b> Implementation of this capital project and related program will result in new personnel and non-personnel savings related to efficient route collections, the elimination of commercial solid waste collection, and the reduction of workers compensation expenses. As a result of this project, it will also be possible to convert five of the two-person solid waste collection crews to one-person crews by fully automating the routes. Fully automating the five routes will require additional capital funding to purchase the equipment necessary for automation. The program will also result in new personnel and non-personnel expenses related to staffing a new Cart Maintenance Program, the restoration of a bi-weekly Yard Waste program, and additional resources for additional bulky item pick-up and enforcement expenses. Lastly, implementation of this capital project will lead to an estimated increase in Residential Recycling Incentive program revenue of \$100,000.						
<b>Description of Non-Financial Impact</b> This project, when coupled with changes in the Cincinnati Municipal Code, will encourage more residents to recycle, thereby diverting materials from the landfill to the recycling center. The lidded carts will keep vermin away and provide for more curb appeal on set-out day.						

Capital Project: Trash Receptacles FY 2014-2019 CIP Project Funding: \$1,119,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	3,125	3,240	3,240	3,240	3,240	3,240
<b>Description of Operating Impact</b> The solar trash compactors will require new software licensing fees and maintenance expenses.						
<b>Description of Non-Financial Impact</b> The purchase of solar trash compactors will provide for neighborhood cleanliness and efficient personnel routing.						

**Department of Sewers**

Capital Project: Eastern/Delta Sewer Separation Phase 3 FY 2014-2019 CIP Project Funding: \$6,585,300	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	0	(38,500)	(38,500)	(38,500)	0
<b>Description of Operating Impact</b> This project will reduce the maintenance cost of the Delta Avenue Pump Station.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this project is that combined sewer overflows will be reduced and stormwater will be removed from the combined system.						

Capital Project: Bruestle Avenue Pump Station Elimination FY 2014-2019 CIP Project Funding: \$797,900	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	0	(21,500)	(21,500)	(21,500)	0
<b>Description of Operating Impact</b> Eliminating this pump station will eliminate the maintenance cost.						
<b>Description of Non-Financial Impact</b> The non-financial impact of this project is that sewer service can be extended to more homes.						

# Capital Investment Program

## Operating Budget Impact



### Department of Trade and Development

Capital Project: Hazard Abatement/Demolition Program FY 2014-2019 CIP Project Funding: \$3,245,500	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(50,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)
<b>Description of Operating Impact</b> Implementing a program for building demolition will lead to a savings in non-personnel resources by eliminating unnecessary costs associated with barricading those same buildings.						
<b>Description of Non-Financial Impact</b> This project will improve public health and safety by demolishing hazardous structures.						

### Department of Transportation & Engineering

Capital Project: LED Traffic and Pedestrian Signals FY 2014-2019 CIP Project Funding: \$1,626,500	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Description of Operating Impact</b> The estimated annual saving is approximately \$20,000 in the non-personnel budget from reduced wash/relamp contracts (\$5,000) and savings of traffic signal energy (\$15,000).						
<b>Description of Non-Financial Impact</b> This project will reduce traffic signal outages by replacing incandescent-type traffic and pedestrian signals with energy efficient and longer life light-emitting diode (LED) types.						

### Department of Water Works

Capital Project: Ultraviolet Disinfection - Miller Plant FY 2014-2019 CIP Project Funding: \$3,000,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	150,000	150,000	150,000	150,000	150,000
<b>Description of Operating Impact</b> The new facility will significantly increase electricity costs, which will be minimized by the use of solar panels.						
<b>Description of Non-Financial Impact</b> This project is necessary for the Greater Cincinnati Water Works to maintain compliance with the next round of US EPA Safe Drinking Water regulations and to address the changing conditions of the Ohio River.						

Capital Project: Richard Miller Plant Filter Gallery Light Replacement FY 2014-2019 CIP Project Funding: \$108,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
<b>Description of Operating Impact</b> The RMTP Filter Gallery Light replacement project is replacing fluorescent lighting fixtures with light-emitting diode lighting fixtures. Savings are \$5,000 annually in reduced energy costs and \$10,000 annually in maintenance cost savings in lamp/ballast replacements and cleaning costs.						
<b>Description of Non-Financial Impact</b> This project will provide energy efficient lighting.						



**Capital Investment Program**  
**Operating Budget Impact**

Capital Project: Station Protective Relays FY 2014-2019 CIP Project Funding: \$300,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	0	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
<b>Description of Operating Impact</b> Supply Division maintenance has annually measured wire to water efficiency on its finished water pumps. The measurement process requires a four person crew approximately six weeks to test each pump, measuring flow, pressures, and energy consumption. Through this protective relay project the pump efficiency data collection will occur through the GCWW SCADA system and the four person crew is no longer necessary. Savings were based upon personnel costs associated with four Electrical Maintenance Worker 1 (EMW1) positions including fringes for six weeks, which totals \$33,000 annually.						
<b>Description of Non-Financial Impact</b> The project will improve the efficiency of Water Works operations.						

Capital Project: Bolton Plant Redundant Transmission Main FY 2014-2019 CIP Project Funding: \$2,750,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Description of Operating Impact</b> This installation of the redundant raw water transmission main will decrease the head loss in the piping from the Bolton Well Field to the Treatment Plant. Due to this reduction in head loss, the efficiency of the well pumping system will increase, which will result in a minimal electrical savings of about \$1,000 or less per year.						
<b>Description of Non-Financial Impact</b> This project increases the operational capacity and flexibility of the well field. It also provides redundancy in case of necessary repair work or maintenance.						

Capital Project: Video Conference Equipment FY 2014-2019 CIP Project Funding: \$50,000	Estimated Impact on Operating Budget Per Year					
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
<b>Description of Operating Impact</b> This project will reduce the vehicle expense from traveling between facilities.						
<b>Description of Non-Financial Impact</b> This project will improve personnel efficiency by reducing the need to travel between facilities and reduce carbon emissions associated with vehicular travel.						



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**ALL FUNDS**

**FY 2013/2014-2019 CAPITAL IMPROVEMENT PROGRAM  
DEPARTMENT BUDGETS**

The following reports provide a departmental summary of the projects approved for each department's FY 2013/2014-2019 Capital Improvement Program. The approved descriptions for each project follow the departmental summary.

Please note: Funding for projects in the MSD Capital Improvements Fund of the Sewers Department reflects approved funding for calendar years 2013 through 2018.



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**Department of City Manager**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Regulatory Compliance & Energy Conservation	63,500	71,600	83,500	81,800	78,200	79,000	457,600
2	Center Hill Gas & Leachate	143,500	112,100	110,000	116,800	100,000	100,000	682,400
3	Wheeled Recycling Carts	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
4	Computer Aided Dispatch Upgrades	850,000	0	0	0	0	0	850,000
5	Emergency Environmental Cleanup/ UST	10,000	10,000	10,000	10,000	10,000	10,000	60,000
<b>General Capital Total</b>		<b>1,602,500</b>	<b>665,600</b>	<b>663,100</b>	<b>659,700</b>	<b>629,800</b>	<b>620,100</b>	<b>4,840,800</b>
<b>Department of City Manager Total</b>		<b>1,602,500</b>	<b>665,600</b>	<b>663,100</b>	<b>659,700</b>	<b>629,800</b>	<b>620,100</b>	<b>4,840,800</b>



**General Capital Fund**

**Regulatory Compliance & Energy Conservation**

**Dept. Priority: 1**

**Description**

This project will provide resources for addressing regulatory compliance issues and energy efficiency projects. Project funding would also provide for feasibility and design activities necessary to support budget requests for larger capital projects addressing regulatory compliance or energy conservation. These resources would be available to assist any General Fund operation in any City department. Examples of projects include, but are not limited to, the purchase of a storage unit for hazardous waste prior to off-site shipment and the installation of occupancy sensors in City facilities to reduce lighting expenses.

**Purpose**

The purpose of this project is to assist City departments in achieving and maintaining compliance with environmental regulations, and conserving energy resources.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	46,600	63,500	71,600	83,500	81,800	78,200	79,000	457,600
General Capital Total	46,600	63,500	71,600	83,500	81,800	78,200	79,000	457,600
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Center Hill Gas & Leachate**

**Dept. Priority: 2**

**Description**

This project will provide resources for the continued operation and maintenance of the methane gas and leachate collection systems at the former Center Hill Landfill, and support compliance with State and Federal solid waste regulations.

**Purpose**

The purpose of this project is to maintain compliance with State and Federal solid waste regulations. The City must control, collect, and dispose of all leachate and methane gas until the Ohio Environmental Protection Agency decides that no further action is necessary.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	104,200	143,500	112,100	110,000	116,800	100,000	100,000	682,400
General Capital Total	104,200	143,500	112,100	110,000	116,800	100,000	100,000	682,400
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Wheeled Recycling Carts**

**Dept. Priority:** 3

**Description**

This project will provide resources for covering the debt service on City bonds used to finance the purchase of wheeled recycling carts for all eligible Cincinnati households.

**Purpose**

The purpose of this project is to maximize citizen participation in the curbside recycling program and maximize diversion of solid waste from the landfill.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	325,500	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
General Capital Total	325,500	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Computer Aided Dispatch Upgrades**

**Dept. Priority:** 4

**Description**

This project will provide resources for the purchase of two servers and the necessary upgrades for the Computer Aided Dispatch (CAD) system as well as new personal computers (PCs) for the Emergency Communications Center.

**Purpose**

The purpose of this project is to purchase two servers needed in entering emergency calls for service. The Emergency Communications Center recently learned that Motorola will no longer support their existing servers. The servers are needed to enter emergency calls for service, prioritize calls for service, track resources, conduct messaging with officers and firefighters in the field, and conduct many other mission critical business functions.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	850,000	0	0	0	0	0	850,000
General Capital Total	0	850,000	0	0	0	0	0	850,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Emergency Environmental Cleanup/UST**

**Dept. Priority:** 5

**Description**

This project will provide resources for covering costs related to emergency environmental cleanup as needed. Frequently, this is related to clean up of fuel or chemical spills, abandoned chemical containers, or

# Capital Improvement Plan

## City Manager



underground storage tanks that are discovered in construction projects and require immediate actions. Once an underground tank removal is completed, the City may be reimbursed for these costs by the state of Ohio.

### Purpose

The purpose of this project is to provide funding for emergency environmental cleanup as needed.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
General Capital Total	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Enterprise Services**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>Parking System Facilities Fund</b>								
1	Structural Maintenance & Repair	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Parking System Facilities Total</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>
<b>Convention Center Fund</b>								
2	Building Equipment	235,000	30,000	90,000	90,000	90,000	90,000	625,000
3	Capital Maintenance	175,000	0	40,000	40,000	40,000	40,000	335,000
4	Furniture, Fixtures, and Equipment	50,000	200,000	100,000	100,000	100,000	100,000	650,000
<b>Convention Center Total</b>		<b>460,000</b>	<b>230,000</b>	<b>230,000</b>	<b>230,000</b>	<b>230,000</b>	<b>230,000</b>	<b>1,610,000</b>
<b>Department of Enterprise Services Total</b>		<b>560,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>2,210,000</b>



**Parking System Facilities Fund**

**Structural Maintenance & Repair**

**Dept. Priority: 1**

**Description**

This project will provide resources for the labor and materials needed to design and construct improvements to City Parking assets. This project will also provide resources to maintain and repair City Parking assets.

**Purpose**

The purpose of this project is to maintain, repair, and improve City Parking assets.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	243,000	0	0	0	0	0	0	0
Construction	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Parking System Facilities Total	1,243,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Convention Center Fund**

**Building Equipment**

**Dept. Priority: 2**

**Description**

This project will provide resources for the replacement or repair of major equipment at the convention center including, but not limited to, HVAC equipment and control upgrades/replacement, Cincinnati LED sign, escalator replacement, freight elevator upgrades, fire panel upgrade, control room upgrades, escalator cleaning machine, installation of a high performance overhead door and air wall repairs.

**Purpose**

The purpose of this project is to repair or replace equipment at the convention center to maintain the current standard of excellence in providing a top rated convention facility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	75,000	235,000	30,000	90,000	90,000	90,000	90,000	625,000
Convention Center Total	75,000	235,000	30,000	90,000	90,000	90,000	90,000	625,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Capital Maintenance**

**Dept. Priority: 3**

**Description**

This project will provide resources for capital improvements at the convention center including, but not limited to, repair of the dishwasher room leaks, interior and exterior leak repair, service door replacement/





modifications, building envelope air infiltration investigation and repair, exhibit hall lighting upgrade, junior ballroom ceiling treatment, restroom tile, kitchen floor upgrades, refurbish operations offices, and pay phone area upgrades.

**Purpose**

The purpose of this project is to provide for the capital maintenance of the newly expanded convention center facility.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	100,000	175,000	0	40,000	40,000	40,000	40,000	335,000
Convention Center Total	100,000	175,000	0	40,000	40,000	40,000	40,000	335,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Furniture, Fixtures, and Equipment**

**Dept. Priority: 4**

**Description**

This project will provide resources for the purchase of additional and replacement furniture, fixtures, and equipment necessary to provide an appealing venue for conventions and visitors coming to the convention center. Furniture, fixtures, and equipment would include, but not be limited to, pre-function area furniture, ballroom chairs, tables, radio equipment, computer equipment, and power cable and pole connectors.

**Purpose**

The purpose of this project is to purchase furniture, fixtures, and equipment necessary to maintain a first class convention center.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Equipment	55,000	50,000	200,000	100,000	100,000	100,000	100,000	650,000
Convention Center Total	55,000	50,000	200,000	100,000	100,000	100,000	100,000	650,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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**Department of Enterprise Technology Solutions**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>Telecommunications Services Fund</b>								
7	Radio Communications Equipment	30,000	30,000	30,000	30,000	30,000	30,000	180,000
	<b>Telecommunications Services Total</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>180,000</b>
<b>General Capital Fund</b>								
1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
2	Communications Master Plan	306,700	78,000	214,100	98,800	208,400	248,900	1,154,900
3	Data Infrastructure Security	56,300	105,900	67,800	67,800	67,800	67,800	433,400
4	Cincinnati Financial System Upgrades	22,200	22,200	63,600	22,200	22,200	22,200	174,600
5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	190,850	140,900	100,000	100,000	853,100
6	CAGIS Infrastructure	58,500	59,450	59,450	116,000	116,000	59,400	468,800
8	Data Management Solution	0	102,300	0	0	0	0	102,300
9	Active Directory / Server Consolidation	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
	<b>General Capital Total</b>	<b>1,688,800</b>	<b>1,729,200</b>	<b>1,766,200</b>	<b>1,785,200</b>	<b>1,708,400</b>	<b>1,711,600</b>	<b>10,389,400</b>
	<b>Department of Enterprise Technology Solu- tions Total</b>	<b>1,718,800</b>	<b>1,759,200</b>	<b>1,796,200</b>	<b>1,815,200</b>	<b>1,738,400</b>	<b>1,741,600</b>	<b>10,569,400</b>



**Telecommunications Services Fund**

**Radio Communications Equipment**

**Dept. Priority:** 7

**Description**

This project will provide resources for replacement of equipment used by the Radio Services Section to maintain radio communications equipment and the outdoor warning siren network. During 2013/2014 funding may also be used to dismantle the UHF/VHF radio system as it gets replaced by the 800 MHz system.

**Purpose**

The purpose of this project is to provide equipment so that the City's investment in the Citywide Communications System and the outdoor warning siren network can be maintained.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Equipment	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Telecommunications Services Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**General Capital Fund**

**Information Tech. Efficiency Initiatives**

**Dept. Priority:** 1

**Description**

This project will provide resources for the following IT initiatives that will promote efficiency for City departments: mobile computing for Code Enforcement and Buildings Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops, IT service desk software, mobile device management, backup site and electric phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments.

**Purpose**

The purpose of this project is to support information technology capital projects that promote efficiency for City departments. This project complies with the City Council directive to scale up technology applications that will increase productivity and reduce costs (Doc. #200900970).

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Equipment	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
General Capital Total	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Estimated Personnel Cost	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000



**Communications Master Plan**

**Dept. Priority: 2**

**Description**

This project will provide resources for funding to update and implement a multi-year strategy for upgrading the City's communications network including, but not limited to, updating the Communications Master Plan, replacing obsolete and unsupported hardware, and upgrading the fiber network facilities to support voice, data, and video.

**Purpose**

The purpose of this project is to continue to address the current issues with the City's Metropolitan Area Network (MAN). The current issues include the following: 1) impending technological obsolescence; 2) known and predicted service bottlenecks; and 3) the lack of capacity for future growth.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	33,900	14,900	0	0	0	0	48,800
Equipment	266,000	272,800	63,100	214,100	98,800	208,400	248,900	1,106,100
<b>General Capital Total</b>	<b>266,000</b>	<b>306,700</b>	<b>78,000</b>	<b>214,100</b>	<b>98,800</b>	<b>208,400</b>	<b>248,900</b>	<b>1,154,900</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>

**Data Infrastructure Security**

**Dept. Priority: 3**

**Description**

This project provides resources for the continued development and protection of the City's information, data infrastructure, and information technology assets. Funding could be used to acquire a duplicate Storage Area Network which would enable instant continuity of service should the existing SAN fail; testing of recently acquired applications to ensure they are intrusion-safe in order to meet audit requirements; and improve Altiris functionality. Altiris will provide more inventory management, including software license compliance. Altiris IDS software will help monitor network traffic for proper use.

**Purpose**

The purpose of this project is to define, measure, and report on the compliance of the City's information assets with corporate security policies, industry-standard security polices, and government regulations. This compliance is critical in protecting the City's physical and financial resources, legal position, employees, and other tangible assets against an increasing set of security threats. In addition to assuring compliance, this initiative will help facilitate the City's planning and prioritization of security risk in order to maximize the security posture of the City's infrastructure.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	21,700	47,500	0	0	0	0	69,200
Equipment	87,500	34,600	58,400	67,800	67,800	67,800	67,800	364,200
<b>General Capital Total</b>	<b>87,500</b>	<b>56,300</b>	<b>105,900</b>	<b>67,800</b>	<b>67,800</b>	<b>67,800</b>	<b>67,800</b>	<b>433,400</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>



**Cincinnati Financial System Upgrades**

**Dept. Priority:** 4

**Description**

This project will provide resources for the continued development of the Cincinnati Financial System (CFS). Project funding could include server replacement and could be used to address audit findings associated with disaster recovery and system backup. This would also include adding and updating Virtual VMware servers and updating the Webfocus reporting environment.

**Purpose**

The purpose of this project is to provide funding for the maintenance of CFS and Executive Information System (EIS) to expand capacity to allow for public access to the systems. Trends in the development of e-government applications for the City require maintenance of the current systems coupled with the ability to expand capacity to handle public access to the systems.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Equipment	40,000	22,200	22,200	63,600	22,200	22,200	22,200	174,600
General Capital Total	40,000	22,200	22,200	63,600	22,200	22,200	22,200	174,600
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Electronic Gov't (eGov) Web Enhancement**

**Dept. Priority:** 5

**Description**

This project will provide resources for funding to implement electronic payments/transactions and interactive forms, enhance the City's web sites to reflect the City's new brand image, upgrade hardware, and enforce information security policies. These enhancements are fundamental to improving service, quality, efficiency, and convenience for citizens, visitors, and businesses. This project will also fund web site improvements to meet the requirements and guidelines set forth by the following organizations: 1) American Disabilities Act (ADA); 2) Digital Signatures; 3) MasterCard Site Data Protection Program, and; 3) the National Automated Clearing House Association (NACHA).

**Purpose**

The purpose of this project is to improve citizen's ability to conduct business online while enhancing security. The purpose of this project is to improve and enhance government responsiveness to citizens by: 1) Reducing costs for administration, web content, and infrastructure maintenance; 2) Using Internet technology to improve customer satisfaction and interaction; 3) Providing consistent web site design, navigation, and update of information. Savings would occur through server and workflow consolidations by reducing duplicate functions.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	111,800	60,000	261,350	190,850	140,900	100,000	100,000	853,100
General Capital Total	111,800	60,000	261,350	190,850	140,900	100,000	100,000	853,100
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000



**CAGIS Infrastructure**

**Dept. Priority: 6**

**Description**

This project will provide resources to support and maintain the City's digital database map. The CAGIS Infrastructure Project is a joint effort between the City, Duke Energy, and Hamilton County to provide a common real time Geographical Information System (GIS) that enables efficiencies in GIS data collection, analysis, sharing, and management across the three major enterprises.

**Purpose**

The purpose of this project is to maintain the City's investment in the CAGIS system and to enhance the database by including the scanning of enterprise-wide easement and right-of-way drawings with links to related parcels. This project also continues the implementation of more productive database technologies. This will provide the ability to perform new online analyses of support business processes. Departments will have the ability to perform time sequence environmental and economic analyses on GIS datasets, as well as gain the ability to view easement and right-of-way features on database parcels.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	35,500	36,450	36,450	93,000	93,000	36,400	330,800
Equipment	76,200	23,000	23,000	23,000	23,000	23,000	23,000	138,000
<b>General Capital Total</b>	<b>76,200</b>	<b>58,500</b>	<b>59,450</b>	<b>59,450</b>	<b>116,000</b>	<b>116,000</b>	<b>59,400</b>	<b>468,800</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data Management Solution**

**Dept. Priority: 8**

**Description**

This project will provide resources for the acquisition and implementation of an Enterprise Document Management System.

**Purpose**

The purpose of this project is to make available a centralized document management solution in order to improve efficiencies citywide and reduce costs by reducing the need for Departments to purchase and support individual solutions which are in practice similar to each other.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	0	102,300	0	0	0	0	102,300
<b>General Capital Total</b>	<b>0</b>	<b>0</b>	<b>102,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102,300</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Active Directory / Server Consolidation**

**Dept. Priority: 9**

**Description**

This project will provide resources for upgrades to the City's existing Active Directory infrastructure to include: 1) continued installation and implementation of the Active Directory; 2) provision of redundant

**Capital Improvement Plan**  
**Enterprise Technology Solutions**



storage at strategic points on the Metropolitan Area Network (MAN); and 3) the upgrade of existing MAN monitoring equipment.

**Purpose**

The purpose of this project is to provide for the purchase of hardware and software to make the network faster, more reliable, more secure, and compliant with financial audit recommendations.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Equipment	105,000	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
General Capital Total	105,000	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
Estimated Personnel Cost	0	0	0	0	0	0	0	0





**Department of Finance**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Licensing Software & A/R Collection Sys.	10,000	0	0	0	0	0	10,000
<b>General Capital Total</b>		<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Department of Finance Total</b>		<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>



**General Capital Fund**

**Licensing Software & A/R Collection Sys.**

**Dept. Priority:** 1

**Description**

This project will provide resources for implementation of the licensing phase of the licensing software and accounts receivable collection system. This project upgrades the current licensing system from a paper based system to a more automated system. In addition, less manual data entry would be necessary.

**Purpose**

The purpose of this project is to allow for the licensing process to be automated and to allow for the scanning of existing documents to create a complete licensing database. Service levels and the efficiency of collections would thereby be improved.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	46,600	10,000	0	0	0	0	0	10,000
General Capital Total	46,600	10,000	0	0	0	0	0	10,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Fire**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Radio Equipment Replacement	750,000	0	0	0	0	0	750,000
2	Records Management System Servers and Storage	100,000	0	0	0	0	0	100,000
5	Apparatus Door Closers	94,900	0	0	0	0	0	94,900
6	High Rise Equipment	57,700	48,500	0	0	0	0	106,200
8	CFD Driving Simulator	0	200,000	0	0	0	0	200,000
9	Appliances for Existing Firehouses	0	62,200	62,100	0	0	0	124,300
11	Westwood Firehouse Furnishings	75,000	0	0	0	0	0	75,000
12	Personal Protective Equipment	180,000	0	0	0	0	0	180,000
<b>General Capital Total</b>		<b>1,257,600</b>	<b>310,700</b>	<b>62,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,630,400</b>
<b>Department of Fire Total</b>		<b>1,257,600</b>	<b>310,700</b>	<b>62,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,630,400</b>



**General Capital Fund**

**Radio Equipment Replacement**

**Dept. Priority: 1**

**Description**

This project will provide resources to augment grant resources to replace all out-dated 800 MHz portable radio equipment.

**Purpose**

The purpose of this project is to ensure that the Cincinnati Fire Department (CFD) is performing firefighting operations with one uniform radio style. Using two different styles of radios could become problematic for firefighters under a variety of circumstances. This is a timely opportunity for the City to use \$750,000 to leverage \$1.5 million of grant funds from DHS UASI while improving the safety of citizens and firefighters. CFD will not receive more grant funding from future DHS UASI grants because Cincinnati was eliminated from the DHS UASI program in 2012.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	750,000	0	0	0	0	0	750,000
General Capital Total	0	750,000	0	0	0	0	0	750,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Records Management System Servers and Storage**

**Dept. Priority: 2**

**Description**

This project will provide resources for the necessary servers, software and licenses for the department to manage the Record Management System for National Fire Incident Reporting System (NIFRS) data and other internally tracked data such as injury and accident tracking, stores inventory, and drug inventory.

**Purpose**

The purpose of this project is to allow for statistical analysis of trends and tracking of all aspects of the department including NIFRS, daily suppression scheduling, advanced leave scheduling, injury and accident tracking, certification tracking, internal investigation, stores inventory, drug inventory, transfer requests, and etc. The RMS will assist in assuring that union contract guidelines are properly followed for suppression scheduling.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	100,000	0	0	0	0	0	100,000
General Capital Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Apparatus Door Closers**

**Dept. Priority: 5**

**Description**

This project will provide resources for the purchase of apparatus garage door closers for all garage doors throughout the Department of Fire. The apparatus garage door closers will allow for the automatic retraction of garage doors in the event that a person or object is obstructing the doorway.

**Purpose**

The purpose of this project is to reduce the City's liability and maintain firehouse security. The current closures are not equipped for automatic retraction in the event that a person or object is obstructing the path. The updated closures will monitor the presence of an apparatus and will time the closing of the garage door to eliminate possible accidental/premature closure. In addition, the updated closures will allow the door to stop and/or reverse, if necessary. Lastly, the new door closure will ensure proper closure, thereby enhancing the security of the firehouses.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	94,900	0	0	0	0	0	94,900
General Capital Total	0	94,900	0	0	0	0	0	94,900
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**High Rise Equipment**

**Dept. Priority: 6**

**Description**

This project will provide equipment to properly combat high-rise fires and to perform rescue and evacuation. This equipment will replace outdated/worn equipment in addition to purchasing new equipment specific to high-rise fire response.

**Purpose**

The purpose of this project is to provide resources to purchase a portable master stream device capable of delivering 500 GPM, which will increase immediate response efforts and ultimately save lives and property. In the event of a high-rise fire within the City of Cincinnati, the current procedures and equipment may not be adequate to apply the required water flow to control the fire and conduct search and rescue/evacuation tasks. CFD will be able to obtain high-rise fire response equipment that will improve their operational efforts by providing high pressure standpipe supply hose. This equipment will supply adequate pressure in upper floors of 30-40+ story buildings within the central business district. CFD will obtain a High-Rise Emergency Response Offensive Pipe (HERO Pipe), which can deliver a high volume of water at the point of attack from the floor below with as little as a two-person team and can be set up in minutes.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	57,700	48,500	0	0	0	0	106,200
General Capital Total	0	57,700	48,500	0	0	0	0	106,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**CFD Driving Simulator**

**Dept. Priority: 8**

**Description**

This project will provide resources for the 550Fireplus Driving Simulation System. It has an enhanced Virtual World, uses a Dolby surround sound system, and uses three (3) 55" HD Flatscreen Monitors. This gives the 550Fireplus System a 225 degree field of view. These Systems are a training resource that can be integrated into a Driver Skills and Judgment Training Curriculum.

**Purpose**

The purpose of this project is to enhance driving skills by providing a bridge between classroom delivered instruction and actual operation of a motor vehicle on a prepared course or public roadway.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	0	200,000	0	0	0	0	200,000
General Capital Total	0	0	200,000	0	0	0	0	200,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Appliances for Existing Firehouses**

**Dept. Priority: 9**

**Description**

This project will provide resources for the replacement of aging appliances in the City's firehouses and will establish a replacement cycle. The project would also include the installation of additional cooking hoods with fire suppression systems in those firehouses that do not meet current building codes.

**Purpose**

The purpose of this project is to reduce the Cincinnati Fire Department's appliance repair costs, reduce the department's energy consumption by installing more efficient appliances, and upgrade the living conditions of the firefighters. By installing appliances that are properly sized, the department plans to reduce the number of appliances operated at each location.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	0	62,200	62,100	0	0	0	124,300
General Capital Total	0	0	62,200	62,100	0	0	0	124,300
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Westwood Firehouse Furnishings**

**Dept. Priority:** 11

**Description**

This project will provide resources for the furnishings for the new Westwood Firehouse.

**Purpose**

The purpose of this project is to create functionality for the firefighters working and living in the new Westwood Firehouse.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	75,000	0	0	0	0	0	75,000
General Capital Total	0	75,000	0	0	0	0	0	75,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Personal Protective Equipment**

**Dept. Priority:** 12

**Description**

This project will provide resources to purchase turnout gear for new Fire recruits. Turnout gear is outer protective clothing consisting of a coat and pant set.

**Purpose**

The purpose of this project is to protect firefighters when they respond to fires and other hazardous situations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	180,000	0	0	0	0	0	180,000
General Capital Total	0	180,000	0	0	0	0	0	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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**Department of Health**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Facilities Renovation & Repairs	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
2	Health IT Equipment	172,000	0	0	0	0	0	172,000
3	Dental Software	60,000	0	0	0	0	0	60,000
<b>General Capital Total</b>		<b>391,900</b>	<b>309,000</b>	<b>324,700</b>	<b>332,800</b>	<b>300,200</b>	<b>301,600</b>	<b>1,960,200</b>
<b>Department of Health Total</b>		<b>391,900</b>	<b>309,000</b>	<b>324,700</b>	<b>332,800</b>	<b>300,200</b>	<b>301,600</b>	<b>1,960,200</b>



**General Capital Fund**

**Facilities Renovation & Repairs**

**Dept. Priority: 1**

**Description**

This project will provide resources for major repairs and renovations at Health Department facilities. The projects considered in 2013 include: 1) replacing HVAC units at the Elm Street Health Center building; 2) replacing the control panel for the fire alarm system at Elm Street; 3) renovating the restroom at Elm Street; and 4) repaving the parking lot at the Health Department Administration Building at Burnet and Martin Luther King. The projects considered for 2014 include: 1) replacing additional heat pumps and HVAC units at various Health Department locations; and 2) repaving parking lots at additional locations.

**Purpose**

The purpose of this project is to protect and extend the life of the respective Primary Health Care Clinic sites and various Health Department facilities. The needed renovations will maintain compliance with clinic facility accreditation standards, as well as present a more visually appealing facility for customers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	260,300	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
General Capital Total	260,300	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Health IT Equipment**

**Dept. Priority: 2**

**Description**

This project will provide resources for the purchase of 60 personal computers. The Health Department anticipates an average cost of \$1,200 per computer. The Health Department's IT section supports approximately 381 computers. Printers and other devices such as various client hardware are in addition to the computers. 224 of the 381 computers have been in operation five to seven years.

**Purpose**

The purpose of this project is to replace old and obsolete computers to improve efficiency for various Health department employees.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	172,000	0	0	0	0	0	172,000
General Capital Total	0	172,000	0	0	0	0	0	172,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Dental Software**

**Dept. Priority: 3**

**Description**

This project will provide resources for the purchase of software for the dental operations at Health Department clinics that will tie in the digital x-rays with electronic dental records, patient demographics, and billing.

**Purpose**

The purpose of this project is to provide the IT structure for the dental program to exist in future years. Not only will the software enhancement improve the productivity of the providers, but third party payers are requiring additional information on the specific treatment rendered. If the software is not enhanced, revenue collected from third party payers will be lost.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	60,000	0	0	0	0	0	60,000
General Capital Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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**Department of Parks**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Park Infrastructure Rehabilitation	3,638,100	2,792,700	2,934,500	3,007,200	2,713,100	2,725,300	17,810,900
2	Cincinnati Riverfront Park	4,000,000	0	0	0	0	0	4,000,000
<b>General Capital Total</b>		<b>7,638,100</b>	<b>2,792,700</b>	<b>2,934,500</b>	<b>3,007,200</b>	<b>2,713,100</b>	<b>2,725,300</b>	<b>21,810,900</b>
<b>Department of Parks Total</b>		<b>7,638,100</b>	<b>2,792,700</b>	<b>2,934,500</b>	<b>3,007,200</b>	<b>2,713,100</b>	<b>2,725,300</b>	<b>21,810,900</b>



### General Capital Fund

#### Park Infrastructure Rehabilitation

**Dept. Priority:** 1

#### Description

This project will provide resources for general upgrades (electrical, HVAC, lighting, and plumbing) at Park facilities, as well as infrastructure improvements to roadways, walks, retaining walls, and other structures. Renovation of deteriorated or out-of-code structures would also be included.

#### Purpose

The purpose of this project is to provide for the renovation of basic infrastructures in the city's parks. It also provides resources to upgrade facilities to remain in compliance with codes and regulations. Projects are designed to complete American Disability Act compliance projects, and to retrofit utilities to improve efficiency to provide a clean, safe, reliable, green, and beautiful park system.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	566,400	527,620	558,540	586,900	601,440	542,620	545,060	3,362,180
Construction	2,173,200	3,110,480	2,234,160	2,347,600	2,405,760	2,170,480	2,180,240	14,448,720
<b>General Capital Total</b>	<b>2,739,600</b>	<b>3,638,100</b>	<b>2,792,700</b>	<b>2,934,500</b>	<b>3,007,200</b>	<b>2,713,100</b>	<b>2,725,300</b>	<b>17,810,900</b>
Estimated Personnel Cost	600,000	640,000	640,000	640,000	640,000	640,000	640,000	3,840,000

#### Cincinnati Riverfront Park

**Dept. Priority:** 2

#### Description

This project will provide resources for the Smale Riverfront Park. The new park will create a new regional park on the Cincinnati's Riverfront, connecting the stadiums, the Underground Railroad Freedom Center, and the Banks development. The Park will cost approximately \$120 million and will be funded from Federal, State, Local, and private donors over the next eight-ten years. The 40 acre park will provide citizens with a place of respite, reflection, and will provide many unique features such as fountains, play areas, floral gardens, family size swings, and a venue for concerts, festivals and events. This project is the final Phase of the Riverfront Project that began with the moving of Ft. Washington Way, building of the Stadia, building of the Banks Development and now the park.

#### Purpose

The purpose of this project is to stabilize the Ohio River's banks to prevent further erosion and provide for flood mitigation, as well as provide a new world class park that will become the city's 53rd neighborhood and be recognized as the city's front yard. The park will become the home of all the city's major events and



festivals and will generate tremendous economic development for the region, which translates into increased revenues for the city and the region.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	3,200,000	0	0	0	0	0	3,200,000
Engineering	0	800,000	0	0	0	0	0	800,000
<b>General Capital Total</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>
Estimated Personnel Cost	0	205,000	0	0	0	0	0	205,000



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**Department of Planning and Buildings**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Neighborhood Studies	77,100	81,700	85,800	87,900	79,300	79,700	491,500
<b>General Capital Total</b>		<b>77,100</b>	<b>81,700</b>	<b>85,800</b>	<b>87,900</b>	<b>79,300</b>	<b>79,700</b>	<b>491,500</b>
<b>Department of Planning and Buildings Total</b>		<b>77,100</b>	<b>81,700</b>	<b>85,800</b>	<b>87,900</b>	<b>79,300</b>	<b>79,700</b>	<b>491,500</b>



**General Capital Fund**

**Neighborhood Studies**

**Dept. Priority: 1**

**Description**

This project would provide funding to prepare neighborhood requests for plans which will lead to actual capital investments and to respond to Council referred planning studies and projects. These plans and studies may include, but are not limited to, the Streetcar and Transit Oriented Study and Casino Area Planning.

**Purpose**

The purpose of this project is to allow the Department of Planning and Buildings to respond to both immediate neighborhood planning needs as it relates to upcoming capital investments by the City and to respond to requests made by City Council.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	84,500	77,100	81,700	85,800	87,900	79,300	79,700	491,500
General Capital Total	84,500	77,100	81,700	85,800	87,900	79,300	79,700	491,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Police**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	0	0	0	0	325,000
<b>General Capital Total</b>		<b>325,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325,000</b>
<b>Department of Police Total</b>		<b>325,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325,000</b>



**General Capital Fund**

**Police Mobile Digital Video (In-Car Camera) Storage**

**Dept. Priority: 2**

**Description**

This project will provide resources for a wireless mobile digital video (in-car camera) storage system with connectivity for file download with a central storage platform.

**Purpose**

The purpose of this project is to replace the current system which is not industry standard, past system life, and no longer supported by the vendor. Repair parts are no longer available. Video storage is a condition of the Federal Court Memorandum of Understanding (MOU).

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Equipment	0	325,000	0	0	0	0	0	325,000
General Capital Total	0	325,000	0	0	0	0	0	325,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Public Services**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Replacement Facilities	16,479,600	1,084,700	1,313,600	1,430,900	956,400	976,000	22,241,200
2	Music Hall Renovations	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000
3	Sign Replacement	330,000	330,000	330,000	330,000	330,000	330,000	1,980,000
4	Fleet Replacements	5,456,700	4,484,700	5,035,100	5,340,000	4,659,200	4,680,100	29,655,800
5	City Facility Renovation and Repairs	4,141,200	4,464,400	2,400,000	2,200,000	2,200,000	2,200,000	17,605,600
6	Customs House	0	1,500,000	0	0	0	0	1,500,000
7	Community Facility Improvements	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
8	Findlay Market Improvements	105,300	105,300	105,300	105,300	105,300	105,300	631,800
9	Trash Receptacles	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
10	Tech/Comm Ctr NURFC	300,000	0	0	0	0	0	300,000
11	Wheeled Trash Carts	4,700,000	0	0	0	0	0	4,700,000
<b>General Capital Total</b>		<b>34,099,300</b>	<b>14,555,600</b>	<b>11,770,500</b>	<b>10,192,700</b>	<b>9,037,400</b>	<b>9,077,900</b>	<b>88,733,400</b>
<b>Department of Public Services Total</b>		<b>34,099,300</b>	<b>14,555,600</b>	<b>11,770,500</b>	<b>10,192,700</b>	<b>9,037,400</b>	<b>9,077,900</b>	<b>88,733,400</b>



**General Capital Fund**

**Replacement Facilities**

**Dept. Priority: 1**

**Description**

This project will provide resources for the construction of replacement facilities for Police District 3 and, if resources are available, begin the process of replacing Fire Station(s).

**Purpose**

The purpose of this project is to construct replacement facilities for City facilities that are in need of replacement. The Division of City Facility Management (CFM) of the Department of Public Services (DPS) completed an initial asset management review of General Fund facilities and identified that 40% are inadequate to meet the service demands of City agencies. The majority of facilities pre-date World War II and the cost of renovations to meet functional requirements outweighs the replacement cost for new facilities.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	38,300	239,800	0	227,670	286,180	0	0	753,650
Equipment	76,500	0	62,840	26,270	28,620	18,750	19,140	155,620
Land	184,500	239,800	0	270,810	0	0	0	510,610
Construction	724,600	16,000,000	1,021,860	788,840	1,116,100	937,650	956,860	20,821,310
<b>General Capital Total</b>	<b>1,023,900</b>	<b>16,479,600</b>	<b>1,084,700</b>	<b>1,313,590</b>	<b>1,430,900</b>	<b>956,400</b>	<b>976,000</b>	<b>22,241,190</b>
Estimated Personnel Cost	65,200	250,000	100,000	100,000	100,000	100,000	100,000	750,000

**Music Hall Renovations**

**Dept. Priority: 2**

**Description**

This project will provide resources over three years to support the Music Hall Revitalization Co.'s \$165 million project for renovations and repairs to Music Hall and to support upgrades and maintenance of Music Hall. In 2012 the City allocated \$4 million to this project.

**Purpose**

The purpose of this project is to participate in the critical Music Hall Renovation and Repair project and to provide resources for upgrades, maintenance, and enhancements to Music Hall. Music Hall is owned by the City of Cincinnati and operated by a non-profit association. The City assists with the continual improvement of this historic facility to ensure its use for future generations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000
<b>General Capital Total</b>	<b>0</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Sign Replacement**

**Dept. Priority: 3**

**Description**

This project will provide resources for the installation or replacement of traffic signs. The number of signs replaced or installed will vary based upon the type of sign and the corresponding price, which can range from \$20 to \$80 per sign. The preceding costs are subject to change and dependent on the cost of materials.

**Purpose**

The purpose of this project is to maintain the reflective integrity of all traffic control signs, and replace signs on a scheduled basis. The project will take advantage of newer and longer lasting reflective materials, improve the condition of signs citywide, and reduce the City's liability associated with accidents caused by worn and faded signs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	121,400	115,500	115,500	115,500	115,500	115,500	115,500	693,000
Construction	225,400	214,500	214,500	214,500	214,500	214,500	214,500	1,287,000
<b>General Capital Total</b>	<b>346,800</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>1,980,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>

**Fleet Replacements**

**Dept. Priority: 4**

**Description**

This project will provide resources for the purchase of automotive and motorized equipment for City agencies supported by the General Fund.

**Purpose**

The purpose of this project is to provide the City's General Fund agencies with motorized equipment and an efficient automotive fleet that performs at the lowest possible operating and maintenance cost.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	5,240,600	5,456,700	4,484,700	5,035,100	5,340,000	4,659,200	4,680,100	29,655,800
<b>General Capital Total</b>	<b>5,240,600</b>	<b>5,456,700</b>	<b>4,484,700</b>	<b>5,035,100</b>	<b>5,340,000</b>	<b>4,659,200</b>	<b>4,680,100</b>	<b>29,655,800</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City Facility Renovation and Repairs**

**Dept. Priority: 5**

**Description**

This project will provide resources to continue repairs and upgrades to City facilities. This project will also provide resources for all related design work, consultant fees, and construction management staff time to complete these projects. Specific sub-projects for 2013 include, but are not limited to, Police District 1 parking lot and fencing repairs, City Hall restroom code upgrades, Fire Station roof replacement (Lower Price Hill Fire Station 17, Northside Fire Station 20, and West End Fire Station 29), Police District 4 fire alarm project, Police District HVAC replacements (2, 3, and 4), City Hall elevator repairs, West Fork front parking lot

# Capital Improvement Plan

## Public Services



paving, Fire Station female facilities renovations, and improvements to Cormany Garage, College Hill Town Hall, Findlay Maret, and the Probasco Fountain in Clifton.

### Purpose

The purpose of this project is to continue repairs and upgrades to City facilities. The Division of City Facility Management of the Department of Public Services maintains and upgrades facilities for current and future operations. A running list of improvements is used to maintain services directly and indirectly supported by these facilities. Renovations will modernize facilities to extend their useful lives for the next 20 years or until a replacement facility can be designed and built.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	3,667,330	3,895,320	2,050,000	1,950,000	1,950,000	1,950,000	15,462,650
Engineering	0	473,870	569,080	350,000	250,000	250,000	250,000	2,142,950
<b>General Capital Total</b>	<b>0</b>	<b>4,141,200</b>	<b>4,464,400</b>	<b>2,400,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>17,605,600</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>220,000</b>	<b>220,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>1,140,000</b>

## Customs House

**Dept. Priority: 6**

### Description

This project will provide resources for the design and construction of a Customs House to serve international flyers to and from Lunken Airport.

### Purpose

The purpose of this project is to provide a Customs House to serve international flyers to and from Lunken Airport.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,500,000	0	0	0	0	1,500,000
<b>General Capital Total</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

## Community Facility Improvements

**Dept. Priority: 7**

### Description

This project will provide resources for HVAC work, exterior shell improvements and repair, waterproofing, ADA barrier removal, and security upgrades for the Museum Center, Cincinnati Art Museum, and Music Hall.

### Purpose

The purpose of this project is to provide resources for upgrades and enhancements at the Museum Center, Cincinnati Art Museum, and Music Hall. These facilities are owned by the City of Cincinnati and operated





by non-profit associations. The City assists in the continual improvement of these historic facilities to ensure their use for future generations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	579,100	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
General Capital Total	579,100	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
Estimated Personnel Cost	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000

**Findlay Market Improvements**

**Dept. Priority: 8**

**Description**

This project will provide resources to continue repairs and upgrades to Findlay Market. Specific sub-projects include, but are not limited to, construct restrooms in the north addition, add air conditioning to the second floor equipment room at the Market House, and resurface the Market House floor.

**Purpose**

The purpose of this project is to at least maintain, if not improve, this historic market.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	105,300	105,300	105,300	105,300	105,300	105,300	105,300	631,800
General Capital Total	105,300	105,300	105,300	105,300	105,300	105,300	105,300	631,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Trash Receptacles**

**Dept. Priority: 9**

**Description**

This project will provide resources for the purchase of new trash receptacles and solar trash compactors.

**Purpose**

The purpose of this project is to continue the replacement of worn and damaged receptacles as well as accommodate as-needed requests by communities. The new trash receptacles would minimize or prevent litter accumulation in areas of high visibility near the Central Business District (CBD) and near Neighborhood Business Districts(NBDs). The new trash receptacles would replace the old trash receptacles that have met their expected life cycle that are unattractive, and require ongoing maintenance. The cost of new trash receptacles is about \$630 each and the cost of the solar trash compactors are approximately \$5,000 each. The number of and location of the solar trash compactors will be determined based upon a needs assessment.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	175,200	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
General Capital Total	175,200	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Tech/Comm Ctr NURFC**

**Dept. Priority:** 10

**Description**

This project will provide resources for construction and installation of equipment for a new technology and communication center at the National Underground Railroad Freedom Center. Resources will be used for permanent improvements to the center.

**Purpose**

The purpose of this project is to support the National Underground Railroad Freedom Center through the development of a new technology and communication center that will increase revenue and retain jobs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	300,000	0	0	0	0	0	300,000
General Capital Total	0	300,000	0	0	0	0	0	300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Wheeled Trash Carts**

**Dept. Priority:** 11

**Description**

This project will provide resources for the purchase of trash carts for the City's residential trash collection customers.

**Purpose**

The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	4,700,000	0	0	0	0	0	4,700,000
General Capital Total	0	4,700,000	0	0	0	0	0	4,700,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Recreation**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Recreation Facilities Renovation	3,668,700	1,108,200	903,300	915,800	1,186,200	1,573,300	9,355,500
2	Aquatics Facilities Renovation	2,551,000	2,488,700	2,615,100	2,679,900	2,417,900	2,428,700	15,181,300
3	Outdoor Facilities Renovation	418,500	971,500	1,146,500	1,129,600	575,400	376,400	4,617,900
4	Compliance with ADA	100,000	100,000	100,000	100,000	100,000	100,000	600,000
5	Athletics Facilities Renovation	424,400	161,500	310,300	375,700	412,900	235,000	1,919,800
<b>General Capital Total</b>		<b>7,162,600</b>	<b>4,829,900</b>	<b>5,075,200</b>	<b>5,201,000</b>	<b>4,692,400</b>	<b>4,713,400</b>	<b>31,674,500</b>
<b>Department of Recreation Total</b>		<b>7,162,600</b>	<b>4,829,900</b>	<b>5,075,200</b>	<b>5,201,000</b>	<b>4,692,400</b>	<b>4,713,400</b>	<b>31,674,500</b>



**General Capital Fund**

**Recreation Facilities Renovation**

**Dept. Priority: 1**

**Description**

This project will provide resources for continued renovations of the Recreation Department's facilities throughout the City. Renovations would include roof replacements, installation of new heating, ventilating, and air conditioning (HVAC) systems; improvements/renovations to the exterior of facilities; replacement of doors and windows; mechanical system improvements; upgrade of fire protection and security systems; and renovations of exterior softscapes and hardscapes.

**Purpose**

The purpose of this project is to upgrade Recreation Department facilities across the City in order to extend the useful life of the department's physical assets.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	67,800	150,930	55,410	45,160	45,790	59,310	78,660	435,260
Engineering	135,500	301,870	110,820	90,330	91,580	118,620	157,330	870,550
Equipment	135,500	301,870	110,820	90,330	91,580	118,620	157,330	870,550
Construction	1,016,700	2,914,030	831,150	677,480	686,850	889,650	1,179,980	7,179,140
<b>General Capital Total</b>	<b>1,355,500</b>	<b>3,668,700</b>	<b>1,108,200</b>	<b>903,300</b>	<b>915,800</b>	<b>1,186,200</b>	<b>1,573,300</b>	<b>9,355,500</b>
Estimated Personnel Cost	115,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

**Aquatics Facilities Renovation**

**Dept. Priority: 2**

**Description**

This project will provide resources for the continued renovation of the Recreation Department's aquatic facilities, including renovations and replacements of existing pools. This project will include system renovations, upgrades to pool mechanical systems, adding new structures, and updating pool buildings. This project will also include pool consolidation based on the Cincinnati Recreation Commission's aquatic plan.

**Purpose**

The purpose of this project is to upgrade aquatics facilities that must be renovated to remain functional and compliant with City and State regulations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	92,300	117,550	124,430	130,750	133,990	120,890	121,430	749,040
Engineering	184,610	235,100	248,870	261,510	267,990	241,790	242,870	1,498,130
Equipment	184,610	235,100	248,870	261,510	267,990	241,790	242,870	1,498,130
Construction	1,384,580	1,963,250	1,866,530	1,961,330	2,009,930	1,813,430	1,821,530	11,436,000
<b>General Capital Total</b>	<b>1,846,100</b>	<b>2,551,000</b>	<b>2,488,700</b>	<b>2,615,100</b>	<b>2,679,900</b>	<b>2,417,900</b>	<b>2,428,700</b>	<b>15,181,300</b>
Estimated Personnel Cost	184,610	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000



**Outdoor Facilities Renovation**

**Dept. Priority: 3**

**Description**

This project will provide resources for the continued renovation of the Recreation Department's outdoor facilities, including playgrounds, play equipment, play surfaces, shelters, roadways, parking lots, and hike/ bike trails. This project will include renovating various playgrounds and parking lots throughout the City. Community requests/partnerships and emergency projects will also be included.

**Purpose**

The purpose of this project is to upgrade outdoor recreational facilities that must be renovated to remain functional and compliant with City and State regulations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	26,700	20,970	48,570	57,320	56,480	28,770	18,820	230,930
Engineering	53,300	41,850	97,150	114,650	112,960	57,540	37,640	461,790
Equipment	53,300	41,850	97,150	114,650	112,960	57,540	37,640	461,790
Construction	399,900	313,840	728,630	859,880	847,200	431,550	282,300	3,463,400
<b>General Capital Total</b>	<b>533,200</b>	<b>418,510</b>	<b>971,500</b>	<b>1,146,500</b>	<b>1,129,600</b>	<b>575,400</b>	<b>376,400</b>	<b>4,617,910</b>
Estimated Personnel Cost	53,300	45,000	125,000	75,000	75,000	35,000	30,000	385,000

**Compliance with ADA**

**Dept. Priority: 4**

**Description**

This project will provide resources to improve accessibility to all recreation facilities including buildings, playgrounds, and sports fields. Improvements will be made to elevators, ramps, exterior and interior doors, accessible routes, restroom facilities, drinking fountains, telephones, and parking area renovations including passenger loading zones.

**Purpose**

The purpose of this project is to remain in compliance with the provisions of the Americans with Disabilities Act in order to improve the usability of Recreation facilities for persons with disabilities.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Engineering	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Construction	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
<b>General Capital Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>
Estimated Personnel Cost	0	0	0	0	0	0	0	0



### Athletics Facilities Renovation

**Dept. Priority:** 5

#### Description

This project will provide resources for the continued renovation of tennis courts, ball fields, soccer fields, football fields, hard surface play areas, bike trails, and outdoor basketball facilities. Work will include, but not be limited to, resurfacing, regrading, infield renovation, turf renovations, the clear-coating of gym floors, fencing installations or renovations, drainage improvements, site amenities, and renovations. Community requests/partnerships and emergency projects are also included.

#### Purpose

The purpose of this project is to renovate and upgrade recreation athletic facilities to keep them safe and usable and to improve the appearance of these facilities.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	36,000	21,210	8,070	15,510	18,780	20,640	11,750	95,960
Engineering	72,200	42,450	16,150	31,030	37,570	41,290	23,500	191,990
Equipment	72,200	42,450	16,150	31,030	37,570	41,290	23,500	191,990
Construction	541,100	318,300	121,130	232,730	281,780	309,680	176,250	1,439,870
<b>General Capital Total</b>	<b>721,500</b>	<b>424,410</b>	<b>161,500</b>	<b>310,300</b>	<b>375,700</b>	<b>412,900</b>	<b>235,000</b>	<b>1,919,810</b>
Estimated Personnel Cost	40,000	70,000	45,000	30,000	40,000	40,000	30,000	255,000



**Department of Sewers**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>Stormwater Management Fund</b>								
1	Barrier Dam Facility Repairs	356,000	0	0	0	0	0	356,000
3	Winton 84-inch Sewer Elimination	125,000	0	0	0	0	0	125,000
4	Deerfield Creek Channel Improvements	200,000	300,000	750,000	750,000	750,000	0	2,750,000
5	West Fork Channel Repair	0	300,000	0	0	0	0	300,000
6	Duck Creek Channel Repair	0	300,000	300,000	0	0	0	600,000
7	Hartwell Community Drainage Improvements	0	0	100,000	100,000	0	0	200,000
8	Glade Avenue Porous Walk Trial	180,000	0	0	0	0	0	180,000
9	Glade Avenue Porous Walk Final	0	0	0	500,000	0	0	500,000
10	Beechmont Avenue Levy Drainage Replacement (1/2 mile)	0	0	0	0	400,000	0	400,000
11	Rookwood Overpass	0	0	0	0	150,000	500,000	650,000
12	Westwood Northern/Beekman/Hopple Study 2017	0	0	0	0	0	100,000	100,000
13	Glenwood Design 2018	0	0	0	0	0	500,000	500,000
<b>Stormwater Management Total</b>		<b>861,000</b>	<b>900,000</b>	<b>1,150,000</b>	<b>1,350,000</b>	<b>1,300,000</b>	<b>1,100,000</b>	<b>6,661,000</b>
<b>MSD Capital Improvements Fund</b>								
1	Muddy Creek Basin Storage and Conveyance Sewer	0	0	4,113,200	0	0	0	4,113,200
2	Upper Muddy Lower Half Planning Bundle	0	0	2,488,500	0	0	0	2,488,500
3	Muddy Creek Pump Station Upgrade	660,800	0	4,610,300	0	0	0	5,271,100
4	Addyston Pump Station Elimination	0	0	366,500	0	0	0	366,500
5	River Road Near Muddy Creek WWTP Conveyance Sewer	0	0	780,600	0	0	0	780,600
6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	0	0	0	0	64,930,100
7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	0	0	0	0	5,202,000
8	Glenview Pump Station Elimination	0	2,177,000	0	0	0	0	2,177,000
9	Muddy Creek WWTP Grit Replacement	3,015,000	0	0	0	0	0	3,015,000
10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	0	0	0	0	3,491,200
11	Daly Road Sewer Replacement	0	9,605,900	0	0	0	0	9,605,900
12	Blue Rock Road Sewer Separation	2,690,500	0	0	0	0	0	2,690,500
13	CSO 179 Sewer Separation	0	0	1,781,700	0	0	0	1,781,700
14	CSO 194 Sewer Separation Contract 3	0	4,051,500	0	0	0	0	4,051,500
15	CSO 195 Sewer Separation Contract 2	0	1,162,000	0	0	0	0	1,162,000
16	CSO 195 Sewer Separation Contract 3	0	1,686,500	0	0	0	0	1,686,500
17	CSO 525 Sewer Separation Contract 2	0	1,605,500	0	0	0	0	1,605,500

# Capital Improvement Plan

## Sewers



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
18	Mill Creek WWTP Auxillary Outfall Improvements	0	0	0	0	15,058,600	0	15,058,600
19	Little Miami Four Mile Pump Station Upgrade	0	374,200	0	0	0	0	374,200
20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	0	0	0	0	319,500
21	Little Miami WWTP Grit Station Upgrade	0	790,700	0	0	0	0	790,700
22	Little Miami WWTP Hydraulic Improvements	0	199,000	0	0	0	0	199,000
23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	0	0	0	0	183,100
24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	0	0	0	0	628,400
25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	0	0	0	0	952,700
26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	0	0	0	0	377,300
27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	0	0	0	0	45,600
28	Little Miami WWTP Dual Feed/ Standby Power	0	752,500	0	0	0	0	752,500
29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	0	0	0	0	2,079,100
30	CSO 470 Sewer Separation Phase 4	169,700	0	0	0	0	0	169,700
31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	0	0	0	0	6,585,300
32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	0	0	0	0	3,570,400
33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	0	0	0	0	115,300
34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	5,300,000	5,450,000	5,450,000	5,440,000	32,505,000
35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,090,000	6,290,000
36	Sewer Backup Response Program	2,800,000	2,900,000	2,900,000	2,700,000	2,700,000	2,700,000	16,700,000
37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	0	0	0	0	1,415,000
38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	8,000,000	7,000,000	7,000,000	7,000,000	45,000,000
40	Urgent Capacity Response	2,884,000	2,900,000	3,000,000	500,000	0	0	9,284,000
41	Home Sewage Treatment Systems Extensions	168,800	165,800	171,600	177,600	185,000	0	868,800
42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	0	0	0	0	6,719,800





# Capital Improvement Plan

## Sewers

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
44	White Oak Terrace Pump Station Elimination	559,100	0	0	0	0	0	559,100
45	Bruestle Avenue Pump Station Elimination	0	797,900	0	0	0	0	797,900
46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	0	0	0	0	1,233,400
47	State Route 128 Sewer Phase 3	0	6,942,000	0	0	0	0	6,942,000
48	Westchase Park Pump Station Elimination	440,400	0	0	0	0	0	440,400
49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	0	0	0	0	501,000
50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	0	0	0	0	2,441,000
51	CSO 410 Stream Separation	863,300	0	0	0	0	0	863,300
52	CSO 404, 405, 410, 411 Outfall Reconstruction	0	0	826,500	0	0	0	826,500
53	Westport Village Pump Station Elimination	0	0	1,365,100	0	0	0	1,365,100
54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	0	0	0	0	629,600
55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	0	0	0	0	166,000
56	Barrington Pump Station Eliminations	550,000	0	0	9,560,700	0	0	10,110,700
57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	1,972,700	0	0	0	2,312,200
58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	0	0	0	0	1,969,000
59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	0	0	0	0	7,841,800
60	Country Club Estates Pump Station Elimination	1,392,400	0	0	0	0	0	1,392,400
61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	0	0	0	0	1,157,000
62	CSO 125 Stream Separation	1,000,000	9,223,500	0	0	0	0	10,223,500
63	CSO 483 Stream Separation	4,271,200	0	0	0	0	0	4,271,200
64	Bold Face Pump Station Elimination	0	13,101,800	0	0	0	0	13,101,800
65	Cora Avenue Sewer Replacement	0	681,900	0	0	0	0	681,900
66	German Cemetery Sewer Replacement	0	945,300	0	0	0	0	945,300
67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	0	0	0	0	1,577,400
68	Millbrook 2 Pump Station Upgrade	0	1,570,200	0	0	0	0	1,570,200
69	Hoffner Street Sewer Replacement	0	0	0	140,900	0	0	140,900
70	3934 Winding Way Sewer Replacement	0	0	139,000	0	0	0	139,000
71	Legends of Carpenters Run Pump Station Elimination	0	847,000	0	0	0	0	847,000
72	East Mitchell Avenue Sewer Replacement	0	0	0	1,021,100	0	0	1,021,100

# Capital Improvement Plan

## Sewers



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	0	0	0	0	1,112,000
74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	0	0	0	0	5,093,000
75	Lower Mill Creek High Water/Dry Weather Protection	0	0	0	0	13,125,000	0	13,125,000
76	Winton Woods Aerial Sewer Replacement	7,271,300	0	0	0	0	0	7,271,300
77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	0	0	0	0	14,013,400
78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	0	0	0	0	20,977,500
79	Wilder Avenue Sewer Replacement	0	571,900	0	0	0	0	571,900
80	Glen Landing Pump Station Improvements	63,100	313,700	0	0	0	0	376,800
81	Otte Avenue Sewer Replacement	0	0	548,500	0	0	0	548,500
82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	0	0	0	0	203,500
83	Station Avenue Sewer Replacement	1,194,600	0	0	0	0	0	1,194,600
84	Myrtle Avenue Sewer Abandonment	52,000	0	90,500	0	0	0	142,500
85	McKeone Avenue Sewer Replacement	0	101,400	0	0	0	0	101,400
86	Timbers Pump Station Elimination	321,700	1,598,400	0	0	0	0	1,920,100
87	Quebec Road Sewer Replacement	130,500	467,000	0	0	0	0	597,500
88	Carpenters Run Pump Station Upgrade	231,300	0	0	688,400	0	0	919,700
89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	0	0	0	0	964,100
90	Hunsford Street Sewer Replacement	75,800	185,000	0	0	0	0	260,800
91	Greenpine Acres Pump Station Elimination	0	1,107,100	0	0	0	0	1,107,100
92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	3,486,200	0	0	0	3,954,800
93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	0	0	0	0	10,408,200
94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	0	0	0	0	7,611,000
95	Huntington Pump Station Elimination	0	0	367,600	0	0	0	367,600
96	Kugler Mill Pump Station Upgrade	0	0	300,700	1,100,100	0	0	1,400,800
97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	0	0	0	0	8,097,000
98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	0	0	0	0	5,793,500
99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	0	0	0	0	2,481,900
100	Beverly Hill Drive Sewer Replacement	262,200	0	0	0	0	0	262,200
101	Camargo Canyon Pump Station Elimination	710,600	0	0	0	0	0	710,600



# Capital Improvement Plan

## Sewers

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	0	0	0	0	2,405,600
103	Beckman Pump Station Elimination	0	292,400	0	0	0	0	292,400
104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	0	0	0	0	1,059,100
105	Little Miami WWTP Scum Removal and Handling	0	880,000	0	0	0	0	880,000
106	Linwood Avenue Sewer Replacement	0	1,106,600	0	0	0	0	1,106,600
107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	0	0	0	0	179,300
108	Portsmouth Avenue Sewer Replacement	139,600	0	423,700	0	0	0	563,300
109	Wasson Ravine Sewer Replacement	0	1,259,200	0	0	0	0	1,259,200
110	Land Acquisition	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
111	Emergency Sewer Repairs	8,490,000	8,490,000	8,490,000	8,490,000	8,490,000	8,190,000	50,640,000
112	Capital Improvement Program Project Planning	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
113	Information Technology Support Systems Improvements	335,000	0	0	0	0	0	335,000
114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	0	0	0	0	1,074,000
116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	4,400,000	4,400,000	4,400,000	4,400,000	26,538,000
117	Remaining Asset Allowance	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
119	Flow and Water Quality Modeling	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
120	High Risk System Asset Renewal	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	25,920,000
121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	0	0	0	0	10,000,000
122	Value Engineering	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
123	Rapid Run Early Success Project	1,836,400	0	0	0	0	0	1,836,400
124	CSO 488 Storage Facility	0	1,033,400	1,271,900	1,271,900	10,551,900	0	14,129,100
125	CSO 10 Source Control Phase A	5,843,100	0	33,431,400	0	0	0	39,274,500
126	CSO 30 Stream Separation - Phase B	196,000	0	0	0	0	0	196,000
127	CSO 33 I-75 Crossing and Bioretention	148,000	0	2,051,800	0	0	0	2,199,800
128	CSO 28 Source Control	0	0	0	0	300,000	400,000	700,000
129	CSO 21 I-75 Crossing and Bioretention	0	449,500	0	3,137,500	0	0	3,587,000
130	CSO 523 Source Control	1,091,000	0	7,803,600	0	0	0	8,894,600
131	CSO 415 and CSO 416 Source Control	993,000	0	8,351,000	0	0	0	9,344,000
132	Lick Run Valley Conveyance System	12,307,100	8,000,000	7,000,000	119,223,700	0	0	146,530,800
133	Lick Run Property Demolitions	1,859,700	0	0	0	0	0	1,859,700
134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	0	0	0	0	11,936,900

# Capital Improvement Plan

## Sewers



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
135	CSO 181 Source Control Phase 1	642,700	4,163,600	0	0	0	0	4,806,300
136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	0	0	0	0	2,763,000
137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	0	0	0	0	1,794,300
138	State Avenue Sewer Separation	290,000	0	3,171,600	0	0	0	3,461,600
139	West Fork Hazard Mitigation Project Phase 2	244,700	0	0	0	0	0	244,700
140	West Fork Channel Improvements	996,700	0	0	0	0	0	996,700
141	White Street Sewer Separation	826,300	5,021,200	0	0	0	0	5,847,500
142	Quebec Road Sewer Separation	645,000	645,500	6,334,600	0	0	0	7,625,100
143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	0	0	0	0	10,226,400
144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	0	0	0	0	4,402,000
145	Quebec Heights Sewer Separation	0	3,672,300	0	0	0	0	3,672,300
146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	0	14,077,400	0	0	17,051,000
147	Queen City Avenue Sewer Separation Phase 3	445,000	0	0	5,492,600	0	0	5,937,600
148	Westwood Avenue Sewer Separation	0	0	6,334,700	0	0	0	6,334,700
149	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	0	0	0	0	6,137,700
150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	0	0	0	0	723,800
151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	0	0	0	0	15,116,000
152	CSO 12 Sewer Separation Phase B - Outfall Tunnel	0	0	0	256,000	1,176,000	0	1,432,000
153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	0	0	0	0	871,000
154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	15,989,400	0	0	0	20,242,900
155	CSO 217/483 Source Control Phase B	4,933,000	0	0	20,898,500	0	0	25,831,500
156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	0	0	0	0	4,467,300
157	CSO 130 Stream Separation	1,566,800	0	9,807,200	0	0	0	11,374,000
158	West Fork Interceptor and Storage Tanks	738,500	0	35,662,900	0	0	0	36,401,400
159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	0	6,041,700	0	0	6,154,700
160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	0	0	0	0	30,053,900
161	Benson Street Sewer Replacement	0	2,407,400	0	0	0	0	2,407,400
162	CSO 123 Elimination	0	0	422,300	0	0	0	422,300
<b>MSD Capital Improvements Total</b>		<b>307,413,600</b>	<b>279,791,900</b>	<b>254,389,700</b>	<b>274,220,300</b>	<b>129,141,600</b>	<b>113,920,600</b>	<b>1,358,877,700</b>
<b>Department of Sewers Total</b>		<b>308,274,600</b>	<b>280,691,900</b>	<b>255,539,700</b>	<b>275,570,300</b>	<b>130,441,600</b>	<b>115,020,600</b>	<b>1,365,538,700</b>



## Stormwater Management Fund

### Barrier Dam Facility Repairs

**Dept. Priority:** 1

**Description**

This project will provide resources for the repair of the Barrier Dam Facility and associated equipment. Recent inspections by the United States Army Corps of Engineers and issues encountered during operations revealed items that require replacement or restoration.

**Purpose**

The purpose of this project is to ensure that the City is ready in the event of a flood and to extend the useful life of these facilities. Many of the repairs identified for this project have been mandated by the United States Army Corps of Engineers in order to maintain a minimally acceptable rating for the flood facilities.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	331,000	0	0	0	0	0	331,000
Engineering	0	25,000	0	0	0	0	0	25,000
Stormwater Management Total	0	356,000	0	0	0	0	0	356,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

### Winton 84-inch Sewer Elimination

**Dept. Priority:** 3

**Description**

This project will provide resources for a project to fill, seal, and abandon an 84-inch concrete pipe that crosses Winton Road and is not needed for public or private drainage.

**Purpose**

The purpose of this project is to reduce a possible hazard. Due to the regrading of the Gray Road Landfill, the drainage through the site no longer runs through an 84-inch storm culvert. Upstream access to this pipe has been eliminated, and it is now covered by several feet of fill making the culvert a confined space access requirement. It is now very expensive to inspect and maintain. This project will fill and seal the pipe with a flowable, cementitious, fill material.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	100,000	0	0	0	0	0	100,000
Engineering	0	25,000	0	0	0	0	0	25,000
Stormwater Management Total	0	125,000	0	0	0	0	0	125,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

# Capital Improvement Plan

## Sewers



### Deerfield Creek Channel Improvements

**Dept. Priority:** 4

**Description**

This project will provide resources for Deerfield Creek which is inside the public right-of-way of Red Bank Road. The channel is topographically flat and contains obstructions made of excessive soil and rock accumulations. These blockages result in approximately four to five feet of water standing inside of a public storm bridge/culvert under Red Bank Road. The stability of the road embankment is also a concern because slumping and slope failure has occurred in the vicinity of the bridge/culvert. The function of the channel must be reestablished and the slopes must be stabilized in order for the bridge/culvert to function as designed.

**Purpose**

The purpose of this project is to allow for structural inspections of the culvert so that any resulting repair work can be performed.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	750,000	750,000	750,000	0	2,250,000
Engineering	0	200,000	300,000	0	0	0	0	500,000
Stormwater Management Total	0	200,000	300,000	750,000	750,000	750,000	0	2,750,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

### West Fork Channel Repair

**Dept. Priority:** 5

**Description**

This project will provide resources for repairs to concrete floors and concrete walls in the West Fork Channel, which are deteriorating.

**Purpose**

The purpose of this project is to provide for the efficient flow of stormwater.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	270,000	0	0	0	0	270,000
Engineering	0	0	30,000	0	0	0	0	30,000
Stormwater Management Total	0	0	300,000	0	0	0	0	300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Duck Creek Channel Repair**

**Dept. Priority:** 6

**Description**

This project will provide resources for repairing concrete floors and concrete walls in the Duck Creek Channel, which are deteriorating.

**Purpose**

The purpose of this project is to provide for the efficient flow of stormwater.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	300,000	300,000	0	0	0	600,000
Stormwater Management	0	0	300,000	300,000	0	0	0	600,000
<b>Total</b>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Hartwell Community Drainage Improvements**

**Dept. Priority:** 7

**Description**

This project will provide resources for working with the Hartwell Community to improve the drainage on the following requested streets: Parkway Circle, Wildwood Avenue, and Monon Avenue. Drainage improvements will include any of the more typical stormwater drainage infrastructure types such as inlets, pipes, intakes, bioswales, porous pavement, curbs, and rock-lined channels, etc.

**Purpose**

The purpose of this project is to improve drainage along unimproved streets within the Hartwell Community. The Hartwell Community Council submitted a Community Priority Request dated 2008 identifying the following streets as being deteriorated and lacking adequate drainage: sections of Decamp, Parkway, Glendale, Sheehan, Woodbine, Wildwood, and Monon Avenues. Three of the streets will be targeted which represents the greatest need based on pavement condition and lack of drainage leading to excessive ponding and potential flooding problems.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	100,000	100,000	0	0	200,000
Stormwater Management	0	0	0	100,000	100,000	0	0	200,000
<b>Total</b>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

# Capital Improvement Plan

## Sewers



### Glade Avenue Porous Walk Trial

**Dept. Priority:** 8

**Description**

This project will provide resources for the installation of approximately 300 feet of porous pavement the monitor of its performance over a one-year period.

**Purpose**

The purpose of this project is to increase the natural infiltration of stormwater and reduce ponding in the street.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	162,000	0	0	0	0	0	162,000
Engineering	0	18,000	0	0	0	0	0	18,000
Stormwater Management Total	0	180,000	0	0	0	0	0	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

### Glade Avenue Porous Walk Final

**Dept. Priority:** 9

**Description**

This project will provide resources for the installation of approximately 1,000 feet of porous pavement along Glade Avenue in Mt. Washington per the results of the prior trial project.

**Purpose**

The purpose of this project is to increase the natural infiltration of stormwater and reduce ponding in the street.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	500,000	0	0	500,000
Stormwater Management Total	0	0	0	0	500,000	0	0	500,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0





**Beechmont Avenue Levy Drainage Replacement (1/2 mile)**

**Dept. Priority:** 10

**Description**

This project will provide resources for funding the removal of a non-functioning stormwater facility.

**Purpose**

The purpose of this project is to remove a central storm drain in the levy that is not functioning, not needed, and a major maintenance issue.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	360,000	0	360,000
Engineering	0	0	0	0	0	40,000	0	40,000
Stormwater Management Total	0	0	0	0	0	400,000	0	400,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Rookwood Overpass**

**Dept. Priority:** 11

**Description**

This project will provide resources for funding the design and construction of stormwater facilities to address street drainage issues near the Rookwood Overpass.

**Purpose**

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	0	500,000	500,000
Engineering	0	0	0	0	0	150,000	0	150,000
Stormwater Management Total	0	0	0	0	0	150,000	500,000	650,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

# Capital Improvement Plan

## Sewers



### Westwood Northern/Beekman/Hopple Study 2017

**Dept. Priority:** 12

**Description**

This project will provide resources for funding the design of a stormwater facility to address street drainage issues near the Beekman and Hopple intersection.

**Purpose**

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	0	0	0	100,000	100,000
Stormwater Management	0	0	0	0	0	0	100,000	100,000
<b>Total</b>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

### Glenwood Design 2018

**Dept. Priority:** 13

**Description**

This project will provide resources to address the capacity size of current sewers to reduce flooding.

**Purpose**

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	0	500,000	500,000
Stormwater Management	0	0	0	0	0	0	500,000	500,000
<b>Total</b>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

## MSD Capital Improvements Fund

### Muddy Creek Basin Storage and Conveyance Sewer

**Dept. Priority:** 1

**Description**

This project will provide resources for an 8.5 foot diameter, 7,830 foot long storage and conveyance tunnel. The tunnel will be designed to store wet weather flows from the upper Muddy Creek Interceptor and the Bender Road Express Sewer. This project is located on Hillside Avenue in Delhi Township and in the Saylor Park neighborhood in the City of Cincinnati.

**Purpose**

The purpose of this project is to construct a storage and conveyance tunnel to handle the wet weather flow in the Muddy Creek Drainage Basin. This project will eliminate SSOs 692 and 697. This project will store sig-



nificant volumes of wet weather flow to prevent their overflow into Muddy Creek and associated tributaries. This project is included in the West Branch Muddy Bundle.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	3,351,600	0	0	0	3,351,600
Land	0	0	0	761,600	0	0	0	761,600
MSD Capital Improvements Total	0	0	0	4,113,200	0	0	0	4,113,200
Estimated Personnel Cost	0	0	0	417,230	0	0	0	417,230

**Upper Muddy Lower Half Planning Bundle**

**Dept. Priority: 2**

**Description**

This project will provide resources for the planning of those projects contained in the Upper Muddy Lower Half Bundle. These projects include 10130020 Muddy Creek Interceptor Rehab, 10130700 Muddy Creek at Westbourne EHRT Facility, and 10130720 CSO 518 Improvements. These projects are located in Green Township and the Village of Addyston.

**Purpose**

This purpose of this project is to serve as part of the Phase 1 Wet Weather Improvement Plan Bundle that was included in the June 2009 submittal.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	2,488,500	0	0	0	2,488,500
MSD Capital Improvements Total	0	0	0	2,488,500	0	0	0	2,488,500
Estimated Personnel Cost	0	0	0	155,930	0	0	0	155,930

**Muddy Creek Pump Station Upgrade**

**Dept. Priority: 3**

**Description**

This project will provide resources for the upgrade of the Muddy Creek Pump Station at 7513 Gracely Drive. Although the capacity of the pump station will be increased to a firm capacity of 10 million gallons per day, the flows will continue to be conveyed to the West Branch Muddy Creek Interceptor. This project will con-

# Capital Improvement Plan

## Sewers



vey the increase in wet weather flows to the Muddy Creek Basin Conveyance Sewer. This project is located in the neighborhood of Saylor Park in the City of Cincinnati.

### Purpose

This purpose of this project is to upgrade the Muddy Creek Pump Station to provide increased capacity. The flow will continue to be conveyed to the West Branch Muddy Creek Interceptor. This modification is required by the Global Consent Decree. This project is included in the West Branch Muddy Creek Bundle.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	0	4,610,300	0	0	0	4,610,300
Engineering	0	582,500	0	0	0	0	0	582,500
Land	0	78,300	0	0	0	0	0	78,300
MSD Capital Improvements Total	0	660,800	0	4,610,300	0	0	0	5,271,100
Estimated Personnel Cost	0	42,610	0	253,200	0	0	0	295,810

## Addyston Pump Station Elimination

**Dept. Priority:** 4

### Description

This project will provide resources for the elimination of the Addyston Pump Station by installing approximately 2,700 feet of 36-inch gravity sewer along US 50. This sewer will also serve as a storage pipe. This project is located in the Village of Addyston.

### Purpose

This purpose of this project is to eliminate the aging Addyston Pump Station and provide inline storage using a flow control device that will limit the total flow into the Muddy Creek Pump Station to 10 MGD from the Muddy Creek Interceptor and Addyston Area.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	0	0	0	316,000	0	0	0	316,000
Land	0	0	0	50,500	0	0	0	50,500
MSD Capital Improvements Total	0	0	0	366,500	0	0	0	366,500
Estimated Personnel Cost	0	0	0	47,270	0	0	0	47,270

## River Road Near Muddy Creek WWTP Conveyance Sewer

**Dept. Priority:** 5

### Description

This project will provide resources for the installation of approximately 1,700 linear feet of 48-inch pipe to direct flows from the West Branch Muddy Creek Interceptor, the East Branch Muddy Creek Interceptor, and the Bender Road Express Sewer that are in excess of the treatment plant capacity, to the proposed Muddy



Creek Basin Storage and Conveyance Sewer. This project is located in the Sayler Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to allow flows from the existing Bender Road Express Sewer, West Branch Muddy Creek Interceptor, and East Branch Muddy Creek Interceptor that are in excess of the treatment plant capacity to flow by gravity directly to the proposed Muddy Creek Basin Conveyance Sewer. This project is included in the West Branch Muddy Bundle.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	780,600	0	0	0	780,600
MSD Capital Improvements	0	0	0	780,600	0	0	0	780,600
<b>Total</b>								
Estimated Personnel Cost	0	0	0	31,960	0	0	0	31,960

**Werk and Westbourne Enhanced High Rate Treatment Facility**

**Dept. Priority: 6**

**Description**

This project will provide resources for the construction of a 106 million gallons per day chemically enhanced high rate treatment (EHRT) facility to provide storage, settling, and screening of combined sewage discharges from Combined Sewer Overflow (CSO) 522 located at the intersection of Werk Road and Westbourne Drive in the Muddy Creek basin in Green Township, Hamilton County, Ohio.

**Purpose**

This purpose of this project is to remediate frequent health, odor, and aesthetic problems in the neighboring area caused by wet weather discharges from Combined Sewer Overflow (CSO) 522. The project will greatly improve the quality of water being discharged to Muddy Creek during wet weather events. The Werk and Westbourne Enhanced High Rate Treatment (EHRT) facility will serve as a demonstration to assess the effectiveness of EHRT technology for this specific application.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	63,413,600	0	0	0	0	0	63,413,600
Engineering	0	1,516,500	0	0	0	0	0	1,516,500
MSD Capital Improvements	0	64,930,100	0	0	0	0	0	64,930,100
<b>Total</b>								
Estimated Personnel Cost	0	1,708,970	0	0	0	0	0	1,708,970

# Capital Improvement Plan

## Sewers



### Muddy Creek WWTP New Belt Filter Press

**Dept. Priority:** 7

**Description**

This project will provide resources for the construction of a new dewatering system. The project is located at the Muddy Creek Wastewater Treatment Plant (WWTP) which is located in the Saylor Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to address capacity limitations at the treatment plant. The Muddy Creek Wastewater Treatment Plant (WWTP) currently has one belt filter press. The overall District solids disposal strategy relies on fluidized bed incineration. Belt filter press technology does not produce a sludge cake of sufficient dryness for auto-thermal incineration. This project will provide two centrifuge units to increase the WWTP's firm solids dewatering capacity.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	5,202,000	0	0	0	0	0	5,202,000
MSD Capital Improvements Total	0	5,202,000	0	0	0	0	0	5,202,000
<hr/>								
Estimated Personnel Cost	0	259,530	0	0	0	0	0	259,530

### Glenview Pump Station Elimination

**Dept. Priority:** 8

**Description**

This project will provide resources for the elimination of the Glenview Pump Station by installing 4,300 feet of gravity sewers varying in size from 12 to 24 inches. The sewer will start at the existing Glenview pump station and proceed northeast to connect to the Wesselman II-A Interceptor at Hutchinson Road. This project is located in Green Township.

**Purpose**

The purpose of this project is to eliminate the existing Glenview Pump Station which has deteriorated beyond its useful life and is not capable of handling wet weather flows. This project also has the added benefit of allowing potentially 1.2 MGD to flow within the natural sewer shed to Taylor Creek basin diverting that same flow from Muddy Creek and CSO 522.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,177,000	0	0	0	0	2,177,000
MSD Capital Improvements Total	0	0	2,177,000	0	0	0	0	2,177,000
<hr/>								
Estimated Personnel Cost	0	0	125,320	0	0	0	0	125,320



**Muddy Creek WWTP Grit Replacement**

**Dept. Priority:** 9

**Description**

This project will provide resources for the replacement of grit equipment at the Muddy Creek Wastewater Treatment Plant (WWTP). The project is located at the Muddy Creek WWTP in the Saylor Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to increase the reliability of the Muddy Creek Wastewater Treatment Plant's (WWTP) ability to treat peak flows up to 35 million gallons per day (MGD) for extended periods of time. In order to sustain 35 MGD treatment capacity, improvements to the grit removal system are required. The current grit system is adequate to treat dry weather flow, but is not robust enough to address wet weather flow. This project has a Wet Weather Improvement Program (WWIP) milestone for construction completion no later than December 31, 2015.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	3,015,000	0	0	0	0	0	3,015,000
MSD Capital Improvements Total	0	3,015,000	0	0	0	0	0	3,015,000
<hr/>								
Estimated Personnel Cost	0	152,760	0	0	0	0	0	152,760

**Ludlow and Lafayette Parallel Sewer**

**Dept. Priority:** 10

**Description**

This project will provide resources for the elimination of surcharges of Sanitary Sewer Overflows (SSO) 645 and 225A for a 2 year design storm by installing approximately 1,900 feet of a 24-inch parallel sewer. Although the June 2009 submittal project description calls for the construction of a new parallel sewer to follow original alignment -- 1,700 feet of 15-inch sewer, MSD determined that a 24-inch parallel sewer was necessary to achieve the desired level of control. This project is in the Clifton neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to meet the requirements of Phase I of the Wet Weather Improvement Program (WWIP) for MSD to eliminate surcharges of Sanitary Sewer Overflows (SSO) 645 and 225A for a 2-year design storm. By bypassing the downstream bottleneck, the parallel sewer will eliminate the overflows for SSOs 645 and 225A for the 2-year design storm. The project has been accelerated from the estimated 2016 construction date to 2013 in order to coordinate with Greater Cincinnati Water Works and minimize local disturbance and construction cost.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	3,491,200	0	0	0	0	0	3,491,200
MSD Capital Improvements Total	0	3,491,200	0	0	0	0	0	3,491,200
<hr/>								
Estimated Personnel Cost	0	83,880	0	0	0	0	0	83,880

# Capital Improvement Plan

## Sewers



### Daly Road Sewer Replacement

**Dept. Priority:** 11

#### Description

This project will provide resources for the replacement of approximately 5,500 feet of 21-inch severely deteriorated sewer built in the 1940s with new 30-inch sewer to remove flow from the Daly Road Vortex Separator and discharge it into an existing 30-inch sewer approximately 900 feet east of intersection of Daly Road and Compton Road. This project is located in Springfield Township.

#### Purpose

The purpose of this project is to replace the existing 21-inch diameter sewer that was constructed during the 1940's. An engineering study of the existing 21-inch diameter sewer revealed that it was at capacity; therefore replacement with a 30-inch diameter sewer will provide for future sanitary flow upstream. The inspection revealed several structural defects including multiple fractures, breaks, holes, and deformations.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	9,495,900	0	0	0	0	9,495,900
Engineering	0	0	110,000	0	0	0	0	110,000
MSD Capital Improvements Total	0	0	9,605,900	0	0	0	0	9,605,900
Estimated Personnel Cost	0	0	523,170	0	0	0	0	523,170

### Blue Rock Road Sewer Separation

**Dept. Priority:** 12

#### Description

This project will provide resources for the construction of approximately 2,700 feet of 18-inch diameter sanitary sewer and conversion of 2,700 feet of existing combined sewer to a storm sewer. The Blue Rock Regulator, Combined Sewer Overflow (CSO) 180, is located approximately 200 feet west of the intersection of Blue Rock Road and Ranlyn Avenue in Green Township in Hamilton County, Ohio.

#### Purpose

The purpose of this project is to eliminate overflow events at Combined Sewer Overflow (CSO) 180 and the Blue Rock Regulator to the tributary stream to Winton Lake by partially separating sanitary and storm flows. A new sanitary sewer will be constructed and the existing combined sewer will be left in place and converted to a storm sewer. A new overflow structure will be provided to protect the new sanitary sewer against possible surcharging during a 10-year storm. The overflow will be diverted into the existing CSO 180 structure and storm sewer for discharge into the stream.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	2,690,500	0	0	0	0	0	2,690,500
MSD Capital Improvements Total	0	2,690,500	0	0	0	0	0	2,690,500
Estimated Personnel Cost	0	127,360	0	0	0	0	0	127,360





**CSO 179 Sewer Separation**

**Dept. Priority:** 13

**Description**

This project will provide resources for the the June 2009 approved plan project description which calls for partial separation to address the overflows at CSO 179. A separation sewer alternative following an alignment around Canal Ridge Road Dump was recommended. This recommended alignment involves the installation of 1,440 feet of 12-inch sewer. This project is in the Clifton neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to address combined sewer overflows at CSO 179. This project is part of the Wet Weather Improvement Plan, Upper Northside Bundle and was included in the June 2009 approved plan.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	0	1,736,800	0	0	0	1,736,800
Engineering	0	0	0	44,900	0	0	0	44,900
MSD Capital Improvements Total	0	0	0	1,781,700	0	0	0	1,781,700
Estimated Personnel Cost	0	0	0	94,290	0	0	0	94,290

**CSO 194 Sewer Separation Contract 3**

**Dept. Priority:** 14

**Description**

This project will provide resources for the construction of 7,000 feet of 12-inch to 30-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in Westwood Northern Boulevard, Wardall Avenue, Hull Avenue, McFarlan Park Drive, Feltz Avenue, Temple Avenue, and Hazelwood Avenue in the Westwood neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, to reduce overflows at CSO 194 to 3.0 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 194 had an existing overflow volume of 6 million gallons, which after model calibration in 2010, was revised to 1.1 million gallons. With the completion of this project, the overflow volume will be reduced to less than 0.1 million gallons.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	4,051,500	0	0	0	0	4,051,500
MSD Capital Improvements Total	0	0	4,051,500	0	0	0	0	4,051,500
Estimated Personnel Cost	0	0	247,280	0	0	0	0	247,280

# Capital Improvement Plan

## Sewers



### CSO 195 Sewer Separation Contract 2

**Dept. Priority:** 15

#### Description

This project will provide resources for the construction of 2,700 feet of 12-inch to 30-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in Westwood Northern Boulevard, Camic Place, Augusta Avenue, Phoenix Avenue, and Boudinot Avenue in the Westwood neighborhood of the City of Cincinnati and in the City of Cheviot.

#### Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, along with CSO 195 Contract 3, to reduce overflows at CSO 195 to 3.7 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 195 had an existing overflow volume of 13 million gallons, which after model calibration in 2010, was revised to 3.4 million gallons. With the completion of this project, the overflow volume will be reduced to 0.35 million gallons.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	1,162,000	0	0	0	0	1,162,000
MSD Capital Improvements Total	0	0	1,162,000	0	0	0	0	1,162,000
Estimated Personnel Cost	0	0	49,140	0	0	0	0	49,140

### CSO 195 Sewer Separation Contract 3

**Dept. Priority:** 16

#### Description

This project will provide resources for the construction of 3,300 feet of 12-inch to 36-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in the Westwood neighborhood of the City of Cincinnati and in the City of Cheviot.

#### Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, along with CSO 195 Contract 2, to reduce overflows at CSO 195 to 3.7 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 195 had an existing overflow volume of 13 million gallons,



which after model calibration in 2010, was revised to 3.4 million gallons. With the completion of this project, the overflow volume will be reduced to 0.35 million gallons.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,686,500	0	0	0	0	1,686,500
MSD Capital Improvements	0	0	1,686,500	0	0	0	0	1,686,500
Total								
Estimated Personnel Cost	0	0	103,560	0	0	0	0	103,560

**CSO 525 Sewer Separation Contract 2**

**Dept. Priority: 17**

**Description**

This project will provide resources for the partial separation of a combined sewer area by constructing parallel sewers. Street inlets, ravine inlets, driveway drains, and parking lot drains are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in North Bend Road, Alpine Place, Puhlman Avenue, Van Zandt Lane, and Dickinson Road in the Westwood neighborhood of the City of Cincinnati, in the City of Cheviot, and in Green Township.

**Purpose**

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, in conjunction with CSO 525 Contract 1, to reduce overflows at CSO 525 to 2.5 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 525 had an existing overflow volume of 6 million gallons, which after model calibration in 2010, was revised to 4.2 million gallons. With the completion of this project, the overflow volume will be reduced to 0.1 million gallons.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,605,500	0	0	0	0	1,605,500
MSD Capital Improvements	0	0	1,605,500	0	0	0	0	1,605,500
Total								
Estimated Personnel Cost	0	0	78,830	0	0	0	0	78,830

**Mill Creek WWTP Auxillary Outfall Improvements**

**Dept. Priority: 18**

**Description**

This project will provide resources for evaluating alternatives to provide WWTP outfall capacity of 430 MGD at all river levels. At certain Ohio River levels the Mill Creek WWTP cannot discharge its wet weather

# Capital Improvement Plan



## Sewers

design flow of 430 MGD. This project is located in the Lower Price Hill neighborhood of the City of Cincinnati. Mill Creek WWTP Bundle End Construction Milestone is 12/31/2016.

### Purpose

The purpose of this project is to permit reliable discharge of wet weather flows up to 430 MGD to the Mill Creek during high Ohio River stage conditions through improvements to the auxiliary outfall. This Phase 1 Wet Weather Improvement Plan project is part of the Mill Creek WWTP Bundle and was included in the June 2009 submittal.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	15,058,600	0	15,058,600
MSD Capital Improvements Total	0	0	0	0	0	15,058,600	0	15,058,600
Estimated Personnel Cost	0	0	0	0	0	92,450	0	92,450

## Little Miami Four Mile Pump Station Upgrade

**Dept. Priority:** 19

### Description

This project will provide resources for the upgrade of the four mile pump station located at the Little Miami Wastewater Treatment Plant in the East End neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is to meet the mandate for wet weather capacity at the Little Miami Wastewater Treatment Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	374,200	0	0	0	0	374,200
MSD Capital Improvements Total	0	0	374,200	0	0	0	0	374,200
Estimated Personnel Cost	0	0	18,360	0	0	0	0	18,360

## Little Miami WWTP Pump Station Reconfiguration

**Dept. Priority:** 20

### Description

This project will provide resources for converting a pump station from an influent pump station to a secondary bypass pump station by installing a new pump system with a capacity of 45 million gallons per day.



Flow will be re-routed to the Four Mile Pump Station. This project is located in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to meet the mandate for the Little Miami Treatment Plant to achieve the 100 million gallons per day treatment capacity by providing the ability to pump secondary treatment bypass during wet weather events and associated high river stages.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	0	0	319,500	0	0	0	0	319,500
MSD Capital Improvements	0	0	319,500	0	0	0	0	319,500
Total								
Estimated Personnel Cost	0	0	18,440	0	0	0	0	18,440

**Little Miami WWTP Grit Station Upgrade**

**Dept. Priority:** 21

**Description**

This project will provide resources for the demolition of existing detritors, provide three new vortex grit tanks and associated equipment, and construct a building to house the pumps, cyclones, classifiers, dumpsters, and conveyors for the vortex grit system.

**Purpose**

The purpose of this project is to install Vortex Grit tanks which will increase the firm grit removal capacity from 82 MGD to 100 MGD and will improve this unit process.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	0	0	790,700	0	0	0	0	790,700
MSD Capital Improvements	0	0	790,700	0	0	0	0	790,700
Total								
Estimated Personnel Cost	0	0	39,220	0	0	0	0	39,220

# Capital Improvement Plan

## Sewers



### Little Miami WWTP Hydraulic Improvements

**Dept. Priority:** 22

**Description**

This project will provide resources for a partial flume for hydraulic improvement at the Little Miami Wastewater Treatment Plant (LMWWTP) between the Four Mile Pump Station and the screen building. This project is located in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to allow the Little Miami Wastewater Treatment Plant (LMWWTP) to achieve 100 million gallons per day wet weather flows as mandated.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	199,000	0	0	0	0	199,000
MSD Capital Improvements Total	0	0	199,000	0	0	0	0	199,000
<hr/>								
Estimated Personnel Cost	0	0	9,650	0	0	0	0	9,650

### Little Miami WWTP Primary to Secondary Hydraulic Improvement

**Dept. Priority:** 23

**Description**

This project will provide resources for the doubling of the conveyance capacity of piping, the modification of the secondary diversion structure, and the repiping of the primary effluent bypass to Little Miami Pump Station. This project is located in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide necessary hydraulic improvements to convey 100 million gallons per day to secondary treatment and enable the facility to bypass flows from secondary treatment during peak flow events and associated high river stages.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	183,100	0	0	0	0	183,100
MSD Capital Improvements Total	0	0	183,100	0	0	0	0	183,100
<hr/>								
Estimated Personnel Cost	0	0	9,010	0	0	0	0	9,010

### Little Miami WWTP Chemically Enhanced Primary Treatment

**Dept. Priority:** 24

**Description**

This project will provide resources for the increase of primary treatment capacity by adding a chemical feed system, inclined plate settlers, and additional effluent weirs. It will also modify fine screen building for



chemical storage including screen removal. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to increase the firm capacity of primary treatment from a 23 million gallons per day to a 55 million gallons per day monthly average and from 46 million gallons per day to 100 million gallons per day peak flow.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	0	0	628,400	0	0	0	0	628,400
MSD Capital Improvements	0	0	628,400	0	0	0	0	628,400
Total								
Estimated Personnel Cost	0	0	32,050	0	0	0	0	32,050

**Little Miami WWTP Secondary Treatment Modifications**

**Dept. Priority:** 25

**Description**

This project will provide resources for chemically enhanced treatment to final clarifiers, replacing existing gates in the secondary clarifier distribution channel, replacing existing weirs and providing weir covers, replacing chain and flight sludge collectors, and replacing activated sludge control valves. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide the necessary upgrades to optimize secondary treatment and provide reliability for average and peak flows.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	0	0	952,700	0	0	0	0	952,700
MSD Capital Improvements	0	0	952,700	0	0	0	0	952,700
Total								
Estimated Personnel Cost	0	0	49,180	0	0	0	0	49,180

**Little Miami WWTP Chemical Feed System Upgrades**

**Dept. Priority:** 26

**Description**

This project will provide resources for the demolition of a multiple hearth incinerator and expansion of hypochlorite feed system and storage or provide sodium hypochlorite generation facilities. This project is

# Capital Improvement Plan



## Sewers

located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is meet the requirements to provide sufficient hypochlorite storage and system capacity to meet ten State standards and upgrade facilities to meet all applicable building codes.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	377,300	0	0	0	0	377,300
MSD Capital Improvements Total	0	0	377,300	0	0	0	0	377,300
Estimated Personnel Cost	0	0	19,380	0	0	0	0	19,380

## Little Miami WWTP Sludge Receiving Facility Improvements

**Dept. Priority:** 27

### Description

This project will provide resources for the modification and upgrade of piping and the loading area to facilitate receiving and loading of dewatered sludge. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is to meet the requirement to facilitate loading of dewatered sludge in the event the incinerator is temporarily out of service.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	45,600	0	0	0	0	45,600
MSD Capital Improvements Total	0	0	45,600	0	0	0	0	45,600
Estimated Personnel Cost	0	0	2,320	0	0	0	0	2,320





**Little Miami WWTP Dual Feed/Standby Power**

**Dept. Priority:** 28

**Description**

This project will provide resources for dual feed power to the Little Miami Wastewater Treatment Plant (LMWWTP) or provide back-up generators. This project is located in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to meet the requirements for firm capacity and to meet ten State standards.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	752,500	0	0	0	0	752,500
MSD Capital Improvements	0	0	752,500	0	0	0	0	752,500
Total								
Estimated Personnel Cost	0	0	38,480	0	0	0	0	38,480

**CSO 470 Eastern Ave Sewer Separation Phase 3**

**Dept. Priority:** 29

**Description**

This project will provide resources for sewer separations, the upgrade of an existing detention basin, construction of 1,200 linear feet of new sanitary sewer, and the removal of two regulator structures which will eliminate Combined Sewer Overflows (CSO) 470 and 471. The project is located in the Little Miami sewer-shed of the East Basin in the City of Cincinnati's Linwood, Columbia-Tusculum, and Mt. Lookout neighborhoods.

**Purpose**

The purpose of this project is to eliminate Combined Sewer Overflows (CSO) 470 and 471 through sewer separations. The work has been divided into multiple construction contracts to accommodate on-going right-of-way coordination issues. Phase 3 of this work will construct all work components needed to direct sanitary flow to an existing sewer along Eastern Avenue, thereby eliminating CSO 470. An earthen dam will be constructed with control structures to regulate the amount of water flowing from the existing Grandin Road stream into the combined sewer system. Wet weather flow will be directed to the detention basin and stream in lieu of CSOs 471 and 472.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	2,033,100	0	0	0	0	0	2,033,100
Engineering	0	46,000	0	0	0	0	0	46,000
MSD Capital Improvements	0	2,079,100	0	0	0	0	0	2,079,100
Total								
Estimated Personnel Cost	0	95,680	0	0	0	0	0	95,680

# Capital Improvement Plan

## Sewers



### CSO 470 Sewer Separation Phase 4

**Dept. Priority:** 30

#### Description

This project will provide resources for re-routing sanitary connections in two industrial buildings in order to convert existing combined sewers into storm sewers for Combined Sewer Overflow (CSO) 470. The two properties are at 4477 and 4575 Eastern Avenue. The project is in the Little Miami sewershed of the East Basin in the Linwood neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to construct all work components associated with re-routing sanitary connections from two industrial buildings. A grinder pump system will redirect sanitary taps at 4477 and 4574 Eastern Avenue to the sewer along Eastern Avenue. This work is necessary to complete the sewer separation efforts for Combined Sewer Overflows (CSO) 470 and 471.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	156,700	0	0	0	0	0	156,700
Engineering	0	13,000	0	0	0	0	0	13,000
MSD Capital Improvements Total	0	169,700	0	0	0	0	0	169,700
Estimated Personnel Cost	0	10,940	0	0	0	0	0	10,940

### Eastern/Delta Sewer Separation Phase 3

**Dept. Priority:** 31

#### Description

This project will provide resources for the construction of approximately 2,300 feet of new sewer, new storm and sanitary diversion manholes, and high water/dry weather protection at Combined Sewer Overflows (CSO) 467, 468, and 469. The project is located between Corbin Street and Congress Avenue in the East End neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to separate the area tributary to Combined Sewer Overflow (CSO) 467A and eliminate the CSO. Separation will be achieved by constructing flow regulators and flap gates at CSOs 467, 468, and 469; by demolishing the Delta Avenue Pump Station; and by separating and eliminating CSO 657. The project will reduce combined sewer overflows, remove stormwater from the combined system, and reduce system maintenance costs by an average of \$38,500 per year.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	6,585,300	0	0	0	0	0	6,585,300
MSD Capital Improvements Total	0	6,585,300	0	0	0	0	0	6,585,300
Estimated Personnel Cost	0	335,110	0	0	0	0	0	335,110



**Little Miami WWTP Wet Weather Pump Station**

**Dept. Priority:** 32

**Description**

This project will provide resources for the construction of a Pump Station with screening to convey 150 million gallons per day to the Auxiliary Outfall.

**Purpose**

The purpose of this project is to meet the mandates of the Wet Weather Improvement Plan (WWIP).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	3,570,400	0	0	0	0	3,570,400
MSD Capital Improvements	0	0	3,570,400	0	0	0	0	3,570,400
Total								
Estimated Personnel Cost	0	0	186,550	0	0	0	0	186,550

**Little Miami WWTP Four Mile Pump Station Dry Weather Pumps**

**Dept. Priority:** 33

**Description**

This project will provide resources for the evaluation and replacement of existing dry weather pumps that have reached the end of their useful life. This will ensure long term reliability. This project is located in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to maintain the long term reliability of the Little Miami Wastewater Treatment Plant (LMWWTP).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	115,300	0	0	0	0	115,300
MSD Capital Improvements	0	0	115,300	0	0	0	0	115,300
Total								
Estimated Personnel Cost	0	0	4,700	0	0	0	0	4,700

**Sewer Relining Trenchless Technology Program**

**Dept. Priority:** 34

**Description**

This program will provide resources for conducting internal lining of sewers and external lining of aerial sewers throughout the system as a cost effective method of rehabilitating structurally deteriorated sewers. This program will include, but not limit itself to, spiral wound pipe, pipe bursting, carbon filament wrapping, directional drilling, and jack-and-boring. These projects are identified through investigations of the sewer lines and are prioritized based on a standardized condition assessment procedure. This program is

## Capital Improvement Plan



### Sewers

expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

#### Purpose

The purpose of this project is to provide lining which provides a cost-effective method of rehabilitating deteriorated sewers while improving the hydraulic performance of the sewer. This work may also increase development credits.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	4,585,000	4,590,000	4,600,000	4,700,000	4,700,000	4,690,000	27,865,000
Engineering	0	990,000	700,000	700,000	750,000	750,000	750,000	4,640,000
MSD Capital Improvements Total	0	5,575,000	5,290,000	5,300,000	5,450,000	5,450,000	5,440,000	32,505,000
Estimated Personnel Cost	0	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

### Manhole Rehabilitation Trenchless Technology Program

**Dept. Priority:** 35

#### Description

This project will provide resources for a cost effective method of rehabilitating structurally deteriorated manholes throughout the system. Manhole rehabilitation projects are identified through investigations and are prioritized based on a standardized condition assessment procedure. Although a minimum of 150 manholes are required to be rehabilitated annually, MSD's goal is 450. This program is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

#### Purpose

The purpose of this project is to meet the requirements of the Global Consent Decree which requires MSD to rehabilitate 150 manholes each year to reduce infiltration and inflow upstream of Sanitary Sewer Overflows (SSO) to reduce overflows. This project creates development credits upstream of an SSO.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	940,000	940,000	940,000	940,000	940,000	990,000	5,690,000
Engineering	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
MSD Capital Improvements Total	0	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,090,000	6,290,000
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000

### Sewer Backup Response Program

**Dept. Priority:** 36

#### Description

This project will provide resources for a countywide program to perform modifications on private property to eliminate sewage backups in buildings from wet weather-related surcharged sanitary and combined sewer systems. If the property is eligible, solutions such as installation of backflow prevention valves, pumping systems, plumbing changes, waterproofing, recessed driveway filling, earth regrading, or other technologies will be made. Property purchases may also be used as a last resort. Service calls and mainte-



nance of these modifications are also included in this project. NOTE: The Sewer Backup Response Program is expected to require future funding beyond the present five-year Capital Improvement Plan window of 2013-2017.

**Purpose**

The purpose of this project is to eliminate Sewer Backup (SBU) problems in a more cost-effective way than upgrading area sewers. This project expects to eliminate SBU problems at eligible properties at an average cost of \$37,500 per property.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	2,200,000	2,300,000	2,300,000	2,200,000	2,200,000	0	11,200,000
Engineering	0	600,000	600,000	600,000	500,000	500,000	2,700,000	5,500,000
MSD Capital Improvements Total	0	2,800,000	2,900,000	2,900,000	2,700,000	2,700,000	2,700,000	16,700,000
Estimated Personnel Cost	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000

**Rainfall Derived Infiltration and Inflow Program**

**Dept. Priority: 37**

**Description**

This project will provide resources for the Rainfall Derived Infiltration and Inflow (RDII) program which identifies opportunities to reduce/exclude infiltration and inflow (I/I) entering the sanitary system. These efforts are being focused in the areas of the system which have the highest amounts of infiltration and inflow. As sources of infiltration and inflow are identified, remedial action will be taken in the form of Capital Improvement Plan (CIP) improvements, lining, and manhole rehabilitation.

**Purpose**

The purpose of this project is, as part of the Rainfall Derived Infiltration and Inflow (RDII) program, to increase hydraulic capacity in the sanitary system by indentifying and eliminating sources of inflow and infiltration. An intended benefit of these efforts is to reduce Sanitary Sewer Overflows (SSO).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	370,000	875,000	0	0	0	0	1,245,000
Engineering	0	130,000	40,000	0	0	0	0	170,000
MSD Capital Improvements Total	0	500,000	915,000	0	0	0	0	1,415,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**WWIP Progress Studies and Recreation Management**

**Dept. Priority: 38**

**Description**

This project will provide resources for Wet Weather Improvement Plan (WWIP) update activities, which will include evaluation of alternatives in the separated sewer area of the Mill Creek Basin affected by proposed downstream combined sewer improvements contained in the Lower Mill Creek Partial Remedy (LMCPR) Revised Plan. Recreation Management activities will include additional water quality sampling and model-

# Capital Improvement Plan



## Sewers

ing tasks. WWIP Progress Studies and Recreation Management allowance is expected to require future funding beyond the present five-year Capital Improvement Plan window of 2013-2017.

### Purpose

The purpose of this project is to a) develop strategies pertaining to the implementation of the Wet Weather Improvement Plan (WWIP); and b) create and implement a focused recreation management strategy tied to weather radar and the systemwide sewer model. Proposed for 2016 and 2017 is the preparation of the WWIP update, due at the end of 2017.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
MSD Capital Improvements Total	0	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

## MSD Sustainable (Green) Infrastructure Program

**Dept. Priority:** 39

### Description

This project will provide resources for activities that will initially include Low Impact Development (LID) demonstration projects to evaluate technologies and reduce storm water impacts to Combined Sewer Overflows (CSO), pilot projects to evaluate multiple methods in a set of multiple projects, regional best management projects and larger sewershed projects expected to capture over 10 million gallons, and large scale projects and long term projects in major Combined Sewer Overflow (CSO) sewersheds. MSD Sustainable Infrastructure Program is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

### Purpose

The purpose of this project is to fund the use of Low Impact Development Best Management Practices (LID BMP), storm water offloading through stream separation, and promotion of sustainable best practices to remove stormwater from sewers in both Combined Sewer Overflow and Sanitary Sewer Overflow areas.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	42,000,000
Land	0	1,000,000	1,000,000	1,000,000	0	0	0	3,000,000
MSD Capital Improvements Total	0	8,000,000	8,000,000	8,000,000	7,000,000	7,000,000	7,000,000	45,000,000
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

## Urgent Capacity Response

**Dept. Priority:** 40

### Description

This project will provide resources for measures either not identified as Wet Weather Improvement Plan (WWIP) projects or those that would be moved up from existing WWIP schedules. All construction projects will undergo public review and evaluation as part of proposed legislation and approval by the Board of



County Commissioners. This program will impact various locations in Hamilton County. The Urgent Capacity Response project is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

**Purpose**

The purpose of this project is to fund measures that restore sewer capacity in existing Combined Sewer Overflow (CSO) communities by identifying urgent Wet Weather Improvement Plan (WWIP) construction work that is needed to address urgent CSO community capacity needs, Water-in-Basement (WIB) issues, or unpermitted flows.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	2,084,000	0	0	0	0	0	2,084,000
Engineering	0	800,000	2,900,000	3,000,000	500,000	0	0	7,200,000
MSD Capital Improvements Total	0	2,884,000	2,900,000	3,000,000	500,000	0	0	9,284,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Home Sewage Treatment Systems Extensions**

**Dept. Priority: 41**

**Description**

This project will provide resources for supporting the overall Home Sewage Treatment Systems (HSTS) Elimination Program by funding planning and petition services for various local sewer projects and sewer lateral projects in Wet Weather Improvement Plan (WWIP) watersheds (Mill Creek, Little Miami, Muddy Creek, Polk Run and Sycamore). Local sewer projects and sewer lateral projects extend water quality standards-compliant sewers to existing homes that are currently served by HSTS. Funding requests for other local sewer and sewer lateral activities (design, right-of-way, and construction) will be submitted for approval of the Board of County Commissioners (BOCC) on an individual project basis. This project is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

**Purpose**

The purpose of this project is to provide public funding for planning and petition services in support of various local sewer projects and sewer lateral projects. The local sewer projects and sewer lateral projects will convert Home Sewage Treatment Systems (HSTS) to sewer service thereby reducing the discharge of pollutants to Wet Weather Improvement Plan (WWIP) watersheds. Sixty to ninety percent of discharging HSTS can no longer meet effluent standards for fecal coli form due to their age and outdated equipment. Failing or improperly functioning HSTS are a source of pollutants that has been linked to dry weather bacterial exceedances.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	168,800	165,800	171,600	177,600	185,000	0	868,800
MSD Capital Improvements Total	0	168,800	165,800	171,600	177,600	185,000	0	868,800
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	0	250,000

# Capital Improvement Plan

## Sewers



### Wet Weather Program Management and Support Services

**Dept. Priority:** 42

**Description**

This project will provide resources for the administration of the Wet Weather Program as specified in the Consent Order.

**Purpose**

The purpose of this project is to support the internal efforts, supplemental staff, and professional services necessary to carry out the Wet Weather Program. The activities will include project and program scheduling, project estimating, project controls, risk management efforts, program communications and outreach services.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
MSD Capital Improvements Total	0	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

### Indian Creek WWTP Reliability and Service Upgrades

**Dept. Priority:** 43

**Description**

This project will provide resources for improvements to the following unit operations at the facility: influent pump station, influent screens, grit removal structure, aeration basins, secondary clarifiers, post aeration tanks, aerobic digesters, and drain pump station. General electrical and control system upgrades are included along with a new control building. This project is located in the Village of North Bend in Hamilton County, Ohio.

**Purpose**

The purpose of this project is to improve the reliability and firm treatment capacity of the Indian Creek Wastewater Treatment Plant. The proposed upgrades were presented in a conceptual design report, and were determined through a methodical process that considered more than 50 alternatives for addressing 25 concerns related to safety, efficiency, and treatment performance at the WWTP. This project will align the facility with current MSD operating philosophies, which have evolved since the plant's expansion in 1996.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	6,680,000	0	0	0	0	0	6,680,000
Engineering	0	39,800	0	0	0	0	0	39,800
MSD Capital Improvements Total	0	6,719,800	0	0	0	0	0	6,719,800
Estimated Personnel Cost	0	364,120	0	0	0	0	0	364,120





**White Oak Terrace Pump Station Elimination**

**Dept. Priority:** 44

**Description**

This project will provide resources for the construction of 670 feet of 12-inch diameter sewer and abandonment of 650 feet of 4-inch diameter force main. The project is located in the rear residential yards on Nick-view Drive and Ridgedale Drive in Green Township, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to eliminate an existing lift station that is in poor condition. The White Oak Pump Station was originally constructed in 1970. The station is beyond its anticipated useful life, is noisy, and in constant need of maintenance. The station is not equipped with backup power and is subject to WIBs during power outages. Eliminating this station will result with decreased system maintenance costs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	559,100	0	0	0	0	0	559,100
MSD Capital Improvements	0	559,100	0	0	0	0	0	559,100
<b>Total</b>								
Estimated Personnel Cost	0	23,360	0	0	0	0	0	23,360

**Bruestle Avenue Pump Station Elimination**

**Dept. Priority:** 45

**Description**

This project will provide resources for an approximately 2,350 foot gravity sewer, which will allow for the elimination of the existing Bruestle Avenue pump station. The project will start near 3957 Reemelin Road and extends southeast to the proposed Bruestle subdivision. The project is located in the City of Cheviot and Green Township.

**Purpose**

The purpose of this project is to replace the Bruestle Avenue pump station which was built in 1968, is near the end of its useful life, and does not meet current pump station standards. Completion of this project will result in an annual Operations and Maintenance savings of over \$21,000 as compared to maintaining the existing pump station. The 100-year net-present value (NPV) for eliminating the pump station is \$2,820,000 lower than the NPV for maintaining the current pump station. In addition to the savings, the gravity sewer will bring sewer service to existing homes on Robinhill Drive and Harvest Ridge Drive.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	774,900	0	0	0	0	774,900
Engineering	0	0	23,000	0	0	0	0	23,000
MSD Capital Improvements	0	0	797,900	0	0	0	0	797,900
<b>Total</b>								
Estimated Personnel Cost	0	0	53,440	0	0	0	0	53,440

# Capital Improvement Plan

## Sewers



### Rackacres Drive and Crestnoll Lane Area Sewer

**Dept. Priority:** 46

**Description**

This project will provide resources for the construction of 2,375 linear feet of 12-inch gravity sewer to provide future service to unsewered areas of Rackacres Drive and Crestnoll Lane and allow immediate conversion of 12 household sewage treatment systems. This project is located in Green Township in Hamilton County, Ohio.

**Purpose**

The purpose of this project is to supply gravity sewer to the existing and future residents around the Rackacres Drive and Crestnoll Lane subdivisions.

Phases	Prior Year	FY 2013/		FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019
		2014	FY 2015					Total
Construction	0	0	1,233,400	0	0	0	0	1,233,400
MSD Capital Improvements	0	0	1,233,400	0	0	0	0	1,233,400
<b>Total</b>								
Estimated Personnel Cost	0	0	68,830	0	0	0	0	68,830

### State Route 128 Sewer Phase 3

**Dept. Priority:** 47

**Description**

This project will provide resources for the installation of a force main and gravity sewer along State Route 128 from the intersection of State Route 128 and Furlong Drive to a point 3,400 feet east of the intersection of Morgan Road and State Route 128. This project is in Whitewater Township.

**Purpose**

The purpose of this project is to construct a trunk sewer and will provide service to the residents along State Route 128 and the adjoining area. It will eliminate two small package plants. This project was proposed by the Whitewater Township Regional Sewer District (WTRSD). According to Section IV of the Interdistrict Agreement, WTRSD can propose projects to be funded by MSD.

Phases	Prior Year	FY 2013/		FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019
		2014	FY 2015					Total
Construction	0	0	6,942,000	0	0	0	0	6,942,000
MSD Capital Improvements	0	0	6,942,000	0	0	0	0	6,942,000
<b>Total</b>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Westchase Park Pump Station Elimination**

**Dept. Priority:** 48

**Description**

This project will provide resources for the construction of approximately 650 feet of 12-inch diameter sewer to eliminate the existing Westchase Park Pump Station. The project is located along Rybolt Road south of the intersection of Wesselman and Rybolt Roads in Green Township, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to eliminate the Westchase Park Pump Station and allow for the activation of the dry line in Greenwald's Oak Hollow subdivision. The Hamilton County Engineer's office has developed plans to realign the Wesselman and Rybolt Roads intersection. The new alignment will remove the hill that is in the way making sewer construction more viable. This project will be done in conjunction with the road project thus reducing cost and inconvenience to the public.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	419,900	0	0	0	0	0	419,900
Engineering	0	11,500	0	0	0	0	0	11,500
Land	0	9,000	0	0	0	0	0	9,000
MSD Capital Improvements Total	0	440,400	0	0	0	0	0	440,400
<hr/>								
Estimated Personnel Cost	0	20,780	0	0	0	0	0	20,780

**Wesselman Road Sewer Phase 2A Contract 2**

**Dept. Priority:** 49

**Description**

This project will provide resources for the construction of approximately 800 feet of 24-inch diameter sewer from Wesselman Road to the Hampton Pointe Pump Station. This project is located in Green Township, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to eliminate the Hampton Pointe Pump Station and provide a means for home sewage treatment systems in the area to be eliminated. This project is a continuation of the recently constructed Wesselman Road Sewer Phase II-A Contract 1, Project ID #10221220.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	489,000	0	0	0	0	0	489,000
Engineering	0	12,000	0	0	0	0	0	12,000
MSD Capital Improvements Total	0	501,000	0	0	0	0	0	501,000
<hr/>								
Estimated Personnel Cost	0	32,310	0	0	0	0	0	32,310

# Capital Improvement Plan

## Sewers



### Wesselman Road Sewer Phase 2A Contract 3

**Dept. Priority:** 50

**Description**

This project will provide resources for the construction of approximately 3,200 feet of 24-inch diameter sewer in the vicinity of Wesselman Creek from the scheduled to be demolished Hampton Pointe Pump Station to Hutchinson Road. This project is located in Green Township, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to provide the means for home sewage treatment systems in the area to be eliminated, allow subsequent extension of the trunk sewer to eliminate the Glenview Pump Station and address pump station overflow #773. This project is a continuation of Wesselman Road Sewer Phase II-A Contract 2, Project ID #10221223.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,379,000	0	0	0	0	2,379,000
Engineering	0	0	62,000	0	0	0	0	62,000
MSD Capital Improvements Total	0	0	2,441,000	0	0	0	0	2,441,000
Estimated Personnel Cost	0	0	125,420	0	0	0	0	125,420

### CSO 410 Stream Separation

**Dept. Priority:** 51

**Description**

This project will provide resources for approximately 1,600 linear feet of new sanitary sewer, conversion of existing combined sewer to storm sewer, and regulator improvements. The outfall for Combined Sewer Overflow (CSO) 410 will be relocated from the south side of River Road (U.S. Route 50) to the north side of River Road. Road crossings of new piping will be constructed using trenchless methods. The project is located along River Road in the Riverside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide strategic sewer separation to convey sanitary flow under River Road and the CSX railroad tracks to the existing East Branch Muddy Creek Interceptor and stormwater to the Ohio River. This project will achieve a total estimated overflow reduction in a typical year of 22.3 million gallons.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	813,300	0	0	0	0	0	813,300
Land	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	863,300	0	0	0	0	0	863,300
Estimated Personnel Cost	0	30,270	0	0	0	0	0	30,270



**CSO 404, 405, 410, 411 Outfall Reconstruction**

**Dept. Priority:** 52

**Description**

This project will provide resources for the removal of the existing outfall headwalls and portions of sewer pipe, as well as the construction of new headwalls with flap gates and establishment of permanent erosion control. This project is located in the Saylor Park and Riverside neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide backflow protection for outfall structures to the Ohio River for CSO 404, 405, 410, and 411. At higher river stages, this allows river water to back flow into the sewer system and inundate the Muddy Creek Interceptor Sewer. The current measures used to prevent this inundation causes untreated sanitary sewage to bypass directly to the Ohio River. Reconstruction of these outfalls to the Ohio River to incorporate back flow prevention will protect the Muddy Creek Interceptor Sewer from inundation and prevent the bypass of untreated sewage during higher river stages.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	826,500	0	0	0	826,500
MSD Capital Improvements	0	0	0	826,500	0	0	0	826,500
<b>Total</b>								
Estimated Personnel Cost	0	0	0	53,120	0	0	0	53,120

**Westport Village Pump Station Elimination**

**Dept. Priority:** 53

**Description**

This project will provide resources for the elimination of the existing Westport Village pump station by installing approximately 425 feet of new 12-inch diameter gravity sewer and replacing approximately 675 feet of existing 12-inch diameter gravity sewer at a deeper depth. The replacement of the existing sewer will provide more adequate flushing velocity in order to minimize potential Water in Basement complaints. The proposed Westport Village pump station elimination project is located in Green Township, between Charity Drive and Sharlene Court.

**Purpose**

The purpose of this project is to eliminate the existing Westport Village pump station. The existing pump station was replaced in 1985 and is nearing the end of its design life (based on MSD's financial analysis manual of a 30 year lifespan of a pump station). The force main was constructed in 1968 and is also nearing the end of its design life (based on MSD's financial analysis manual of a 50 year lifespan of a force main). Elimination of the existing pump station will redirect flows from SSO 1012 to SSO 697. Credits are available at SSO 697 for the project. Elimination of the pump station would generate 22.53 credits at SSO 1012.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	1,365,100	0	0	0	1,365,100
MSD Capital Improvements	0	0	0	1,365,100	0	0	0	1,365,100
<b>Total</b>								
Estimated Personnel Cost	0	0	0	86,440	0	0	0	86,440

# Capital Improvement Plan

## Sewers



### Muddy Creek WWTP Sludge Processing Odor Control

**Dept. Priority:** 54

**Description**

This project will provide resources for the construction of an odor control system for the sludge processing areas of the Muddy Creek Wastewater Treatment Plant (MCWWTP). The plant is located in the Sayler Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to improve the working conditions at the Muddy Creek Wastewater Treatment Plant (MCWWTP) sludge processing building through odor source reduction/elimination as well as capture, control and treatment of odors. The sludge processing system lacks adequate ventilation and existing odor control equipment is outdated, ineffective, and is creating poor working conditions for operation personnel. Additional ventilation, chemical feed, odor capture, isolation and treatment are proposed to alleviate the condition. This project is being coordinated with other Muddy Creek WWTP Projects including Project IDs 10131180, 10131240, and 10230070.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	629,600	0	0	0	0	0	629,600
MSD Capital Improvements	0	629,600	0	0	0	0	0	629,600
<b>Total</b>								
Estimated Personnel Cost	0	34,340	0	0	0	0	0	34,340

### Muddy Creek WWTP Primary Skimming/Sludge System Replacement

**Dept. Priority:** 55

**Description**

This project will provide resources for the replacement of the skimming removal system at the Muddy Creek Wastewater Treatment Plant (MCWWTP). This project is located at the Muddy Creek Wastewater Treatment Plant in the Sayler Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace the antiquated skimming removal system and to provide rechaining for the existing primary tanks. Replacement parts for the skimming system have not been available for some time. The new sludge removal system will increase efficiency while removing the skimmings from the primary tanks. This project is being coordinated with other Muddy Creek Wastewater Treatment Plant (MCWWTP) projects including Project IDs 10131180, 10131240, and 10230060.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	166,000	0	0	0	0	0	166,000
MSD Capital Improvements	0	166,000	0	0	0	0	0	166,000
<b>Total</b>								
Estimated Personnel Cost	0	181,720	0	0	0	0	0	181,720



**Barrington Pump Station Eliminations**

**Dept. Priority:** 56

**Description**

This project will provide resources for the construction of 9,600 feet of 8-inch to 15-inch diameter sewer and the elimination of five pump stations. The project is located between Leibel Road and 1st Street in Green Township in Hamilton County, Ohio.

**Purpose**

The purpose of this project is to eliminate five existing pump stations through construction of a new sanitary sewer. During design, it was determined the new gravity sewer will connect to the existing sanitary system near Fiddler's Green. Given the topography and existing structures and infrastructure, the new gravity line will be constructed using trenchless technology to minimize the impact to area residents and businesses. This project will provide service to unsewered areas and reduce annual Operation and Maintenance costs resulting from the pump stations. This project is being coordinated with other active projects planned for the Muddy Creek sewershed.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	9,560,700	0	0	9,560,700
Engineering	0	350,000	0	0	0	0	0	350,000
Land	0	200,000	0	0	0	0	0	200,000
MSD Capital Improvements Total	0	550,000	0	0	9,560,700	0	0	10,110,700
<hr/>								
Estimated Personnel Cost	0	44,590	0	0	398,190	0	0	442,780

**East Branch Muddy Creek Pump Station Upgrades**

**Dept. Priority:** 57

**Description**

This project will provide resources for the replacement of four existing pump stations (Fithian Pump Station, Anderson Ferry Pump Station, Foley Road Pump Station, and Rapid Run Pump Station) with new submersible style pump stations. The project will include new control panels and diesel powered generators elevated above the 100-year flood elevation, and necessary additions for connecting the new pump stations to the existing force mains. The project is located in the Riverside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is the replacement of four can style pump stations with submersible style pump stations. The existing pump stations are in poor condition and require frequent maintenance. The project

# Capital Improvement Plan



## Sewers

will eliminate the danger of workers needing to enter deteriorated can pump stations and elevate critical equipment such as generators and control panels above the 100-year flood elevation.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	1,925,100	0	0	0	1,925,100
Engineering	0	289,000	0	47,600	0	0	0	336,600
Land	0	50,500	0	0	0	0	0	50,500
MSD Capital Improvements Total	0	339,500	0	1,972,700	0	0	0	2,312,200
Estimated Personnel Cost	0	55,670	0	77,000	0	0	0	132,670

### Dry Weather Channel for Sanitary Sewer 937

**Dept. Priority:** 58

#### Description

This project will provide resources for the remodel of the bottom of 5,500 feet of existing Sanitary Sewer Overflows (SSO) 937A and 937B to create a dry weather channel. This dry weather channel will be constructed to increase flow velocity of dry weather flow in this sewer to allow solids to be conveyed and handled at the Muddy Creek Wastewater Treatment Plant (MCWWTP) during dry weather. This project is located in Green Township.

#### Purpose

The purpose of this project is to remediate significant sewer odors that have been experienced in areas north of the proposed Werk and Westbourne Enhanced High Rate Treatment (EHRT) Facility, along Glenway Avenue and Westbourne Drive where, during dry weather, there is insufficient flow to convey solids through the combined sewer which runs beneath these streets. Furthermore, the dry weather channel will significantly reduce the quantity of solids and associated odors that are conveyed to Schaible Creek during summertime wet weather events characterized by heavy early-onset precipitation. This project will also improve water quality in the creek.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,969,000	0	0	0	0	1,969,000
MSD Capital Improvements Total	0	0	1,969,000	0	0	0	0	1,969,000
Estimated Personnel Cost	0	0	101,170	0	0	0	0	101,170





**Lower Muddy Creek Interceptor SSO Remediation**

**Dept. Priority:** 59

**Description**

This project will provide resources for the construction of pressurized structures to mitigate intrusion of Ohio River water in the existing combined sewer system. The project is located in portions of the Village of Addyston, the Saylor Park neighborhood of the City of Cincinnati, Miami Township, and Delhi Township.

**Purpose**

The purpose of the project is to consolidate multiple overflow location tributaries to the Lower Muddy Creek Interceptor to three locations in the system. Overflows currently occur along the interceptor on private property, including a marina, ball fields, driving range, and horse pasture. The project will replace existing manholes with pressure capable manhole structures to direct overflow into the Ohio River during high river conditions. The new manhole structures will also help address chronic high water dry weather overflow problems in the sanitary sewer system caused by river intrusion during high river conditions.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	6,614,400	0	0	0	0	6,614,400
Engineering	0	649,400	100,000	0	0	0	0	749,400
Land	0	478,000	0	0	0	0	0	478,000
MSD Capital Improvements Total	0	1,127,400	6,714,400	0	0	0	0	7,841,800
<hr/>								
Estimated Personnel Cost	0	72,720	345,120	0	0	0	0	417,840

**Country Club Estates Pump Station Elimination**

**Dept. Priority:** 60

**Description**

This project will provide resources for the construction of approximately 1,800 feet of 12-inch diameter sewer. The project extends from the Country Club Estates Pump Station located at 1155 Glen Eagles Court to 995 Country Ridge Lane. The existing pump station will be decommissioned and removed. This project is in Delhi Township.

**Purpose**

The purpose of this project is to eliminate the Country Club Estates Pump Station that was installed in 1963 and has been in service for the past 49 years. The station is functionally obsolete due to inadequate hydraulic capacity and a lack of a secondary power source. The pump station has overflowed occasionally to a nearby creek.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,392,400	0	0	0	0	0	1,392,400
MSD Capital Improvements Total	0	1,392,400	0	0	0	0	0	1,392,400
<hr/>								
Estimated Personnel Cost	0	51,910	0	0	0	0	0	51,910

# Capital Improvement Plan

## Sewers



### Sharon Industrial Park Pump Station Replacement

**Dept. Priority:** 61

**Description**

This project will provide resources for the replacement of an existing pump station that was built in 1969. This project will construct a new pump station near the current pump station located in front of 11441 Rockfield Court. This project will also replace the existing 6-inch force main with approximately 1,400 feet of new 6-inch force main. This project is located in the City of Sharonville.

**Purpose**

The purpose of this project is to replace the existing and deteriorated Pump Station and existing force main.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	1,157,000	0	0	0	0	1,157,000
MSD Capital Improvements Total	0	0	1,157,000	0	0	0	0	1,157,000
<hr/>								
Estimated Personnel Cost	0	0	62,830	0	0	0	0	62,830

### CSO 125 Stream Separation

**Dept. Priority:** 62

**Description**

This project will provide resources for approximately 7,600 linear feet of storm sewer, two detention basins, and a 1.5 million gallon Combined Sewer Overflow (CSO) storage tank. The tank will work in conjunction with the existing Badgeley Run Real Time Control (RTC) facility that is included in the West Fork Interceptor and Storage Tank Project #10143860. This project is in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to reduce annual Combined Sewer Overflow (CSO) by 270 million gallons. The solution includes an 84-inch diameter interceptor, two CSO storage tanks, partial sewer separations at eight CSO locations, and two stormwater detention basins providing approximately 23 acre-feet of storage for water quality and quantity improvement. Fifteen CSOs in the West Fork Basin are consolidated in an existing interceptor originally constructed beneath the West Fork channel in 1929. The existing interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	8,677,500	0	0	0	0	8,677,500
Engineering	0	0	546,000	0	0	0	0	546,000
Land	0	1,000,000	0	0	0	0	0	1,000,000
MSD Capital Improvements Total	0	1,000,000	9,223,500	0	0	0	0	10,223,500
<hr/>								
Estimated Personnel Cost	0	6,370	430,170	0	0	0	0	436,540



**CSO 483 Stream Separation**

**Dept. Priority:** 63

**Description**

This project will provide resources for approximately 2,200 linear feet of sanitary sewer along Winton Road to complete a portion of the separation of combined sewers in the Combined Sewer Overflow (CSO) 483 drainage area. The project will begin near Wynbrook Apartments and reconnect to the existing combined sewer upstream of CSO 217. The project is located in the Kings Run sewershed in the Winton Hills neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to eliminate approximately 150 million gallons of Combined Sewer Overflow (CSO). This project represents a portion of the overall sustainable solution for this area. Construction coordination is required to be expedited work associated with the Winton Road Rehabilitation Project under design by the Cincinnati Department of Transportation and Engineering (CDOTE). The Kings Run Watershed source control solution includes a combination of sewer separations, detention basins, and a CSO storage facility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	4,271,200	0	0	0	0	0	4,271,200
MSD Capital Improvements	0	4,271,200	0	0	0	0	0	4,271,200
Total								
Estimated Personnel Cost	0	20,150	0	0	0	0	0	20,150

**Bold Face Pump Station Elimination**

**Dept. Priority:** 64

**Description**

This project will provide resources for the design and construction of 3,600 feet of sanitary sewer (36 inch and 18 inch), relocate the existing Combined Sewer Overflow (CSO) 419 regulator to near the intersection of Delhi Pike and Fairbanks Avenue, construct 3,600 linear feet of storm sewer from manhole 24715007 to manhole 29016007 and connect to the existing 144-inch combined sewer, construct 5,250 linear feet of 18-inch storm sewers along Steiner Avenue, Delhi Avenue, and Sedam Street, and construct 1,000 feet of 54-inch storm sewer along River Road to connect the separated storm sewer to the 144-inch outfall pipe that flows to the Ohio River. This project is in the Sedamsville neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, based on modeling results, to separate 98.6 million gallons per typical year from the combined sewer at a cost of \$0.07 per gallon. Overflows at Combined Sewer Overflow (CSO) 419 will be subsequently reduced by approximately 169.3 million gallons per typical year at a cost of \$0.05 per

# Capital Improvement Plan



## Sewers

gallon. Additionally, triple bottomline analysis for all phases of the project forecasts major positive environmental impacts and minor positive social impacts.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	13,101,800	0	0	0	0	13,101,800
MSD Capital Improvements Total	0	0	13,101,800	0	0	0	0	13,101,800
<hr/>								
Estimated Personnel Cost	0	0	729,500	0	0	0	0	729,500

## Cora Avenue Sewer Replacement

**Dept. Priority:** 65

### Description

This project will provide resources for replacing approximately 1,138 feet of 8-inch mainline sewer composed of polyvinyl chloride (PVC), vitrified clay, and cast iron between Cora Avenue and Fenton Avenue, south of Harrison Avenue. This project is located in the Westwood neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is to replace an 8-inch sanitary sewer installed in 1924 that is aging and deteriorating. Portions of the pipe are deformed and broken and others have partially collapsed. The sewer is also damaged at the point of connection for many of the service laterals.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	681,900	0	0	0	0	681,900
MSD Capital Improvements Total	0	0	681,900	0	0	0	0	681,900
<hr/>								
Estimated Personnel Cost	0	0	42,700	0	0	0	0	42,700

## German Cemetery Sewer Replacement

**Dept. Priority:** 66

### Description

This project will provide resources for the rehabilitation of 1,100 feet of failing 12, 18, 22, and 24-inch combined sewer beginning at the north terminus of Mentor Street and continuing northeast towards Gilbert



Avenue. This work will involve replacement of some sewer sections and lining of other segments. This project is in the Walnut Hills neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to rehabilitate a failing combined sewer and prevent further deterioration in other sections. This project is needed to prevent total failure of the sewer which would result in sewage backups in homes, a cemetery, or the public right of way.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	945,300	0	0	0	0	945,300
MSD Capital Improvements	0	0	945,300	0	0	0	0	945,300
Total								
Estimated Personnel Cost	0	0	60,120	0	0	0	0	60,120

**Industrial Waste Office and Laboratory Improvements Phase 2**

**Dept. Priority:** 67

**Description**

This project will provide resources for improvements to the Laboratory based on the division's facility plan. The project would improve safety and improve effective operation of the building's heating, ventilation, and air conditioning (HVAC) and Laboratory exhaust system. Also, the project will optimize use of the office facilities, increase operational efficiency, and minimize energy consumption. This project is located at the Mill Creek Wastewater Treatment Plant (MCWWTP) in the Lower Price Hill neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to respond to a study that recommended re-evaluation and reorganization including recommissioning of existing Division of Industrial Waste (DIW) facilities as a strategy for addressing the identified key issues. It recommended the optimization of heating, ventilation, and air conditioning (HVAC) and the Laboratory exhaust system's operation and maintenance, laboratory operations, and use of facilities including office spaces. This project includes the DIW laboratory facilities reorganization plan and implementation.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	1,545,900	0	0	0	0	1,545,900
Engineering	0	0	31,500	0	0	0	0	31,500
MSD Capital Improvements	0	0	1,577,400	0	0	0	0	1,577,400
Total								
Estimated Personnel Cost	0	0	55,300	0	0	0	0	55,300

# Capital Improvement Plan

## Sewers



### Millbrook 2 Pump Station Upgrade

**Dept. Priority:** 68

#### Description

This project will provide resources for replacing/upgrading the existing Millbrook 2 Pump Station and upsizing and relocating a new force main. The project is located on Woodfield Drive in Springfield Township.

#### Purpose

The purpose of this project is to replace the deteriorated, aging and undersized Millbrook 2 Pump Station. This project will also provide secondary power for the pump station.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	1,570,200	0	0	0	0	1,570,200
MSD Capital Improvements Total	0	0	1,570,200	0	0	0	0	1,570,200
Estimated Personnel Cost	0	0	80,410	0	0	0	0	80,410

### Hoffner Street Sewer Replacement

**Dept. Priority:** 69

#### Description

This project will provide resources for a new 12-inch conduit in the same alignment as the existing sewer approximately 135 feet west of the corner of Hoffner Street and Cass Avenue in the South Cumminsville neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to replace the existing 12-inch combined sewer, installed in 1910, which has exceeded its anticipated life and is deteriorated resulting in multiple fractures throughout the pipe. The project proposes to replace 374 linear feet of failed existing 12-inch combined sewer with new 12-inch conduit in the same alignment as the existing sewer.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	0	0	140,900	0	0	140,900
MSD Capital Improvements Total	0	0	0	0	140,900	0	0	140,900
Estimated Personnel Cost	0	0	0	0	9,720	0	0	9,720



**3934 Winding Way Sewer Replacement**

**Dept. Priority:** 70

**Description**

This project will provide resources for the abandonment of 652 feet of deteriorated 12-inch and 18-inch combined sewer and relocate the lateral serving 3934 Winding Way to the Winding Way combined sewer.

**Purpose**

The purpose of this project is to abandon a severely deteriorated sewer and redirect one house connection. The abandoned sewer will be filled and sealed.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	139,000	0	0	0	139,000
MSD Capital Improvements	0	0	0	139,000	0	0	0	139,000
Total								
Estimated Personnel Cost	0	0	0	11,270	0	0	0	11,270

**Legends of Carpenters Run Pump Station Elimination**

**Dept. Priority:** 71

**Description**

This project will provide resources for the installation of approximately 800 feet of 8-inch gravity sewer to eliminate the pump station. The pump station is located in the City of Blue Ash, but the point of connection with the existing sewer is located in the Village of Evendale.

**Purpose**

The purpose of this project is to replace the pump station which will reach its projected life in 2020. This project proposes a gravity sewer to eliminate the need for the pump station, thus avoiding future ongoing Operations and Maintenance for the pump station. The projected savings in Net Present Value over a 25 year horizon is approximately \$634,000. This savings is comprised of Operations and Maintenance savings of approximately \$275,000 over the 25 year period and approximately \$359,000 of capital which is projected to be spent in 2020.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	847,000	0	0	0	0	847,000
MSD Capital Improvements	0	0	847,000	0	0	0	0	847,000
Total								
Estimated Personnel Cost	0	0	48,560	0	0	0	0	48,560

# Capital Improvement Plan

## Sewers



### East Mitchell Avenue Sewer Replacement

**Dept. Priority:** 72

**Description**

This project will provide resources for the replacement of a deteriorated 33-inch segmented clay tile sewer and abandon approximately 670 feet of severely deteriorated 12-inch and 24-inch sewer running under 806 East Mitchell Avenue in the Avondale neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, based on the original project scope, to replace 202 feet of deteriorated 33-inch segmented clay tile sewer in East Mitchell Avenue, but the scope of this project has expanded to include the abandonment of 12-inch and 24-inch sewers that connect to the downstream manhole of the original project. The scope was expanded because abandonment of the 12-inch and 24-inch sewers would change the sizing of proposed sewers and construction activities would take place in adjacent parcels.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	1,021,100	0	0	1,021,100
MSD Capital Improvements Total	0	0	0	0	1,021,100	0	0	1,021,100
Estimated Personnel Cost	0	0	0	0	71,220	0	0	71,220

### Wastewater Collections Equipment Barn Replacement

**Dept. Priority:** 73

**Description**

The project will provide resources for the construction of a new hardened storage facility to house heavy equipment. The project is located at MSDGC's Wastewater Collections Division Galbraith Road Facility in the Hartwell neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to expand and replace the existing heavy equipment storage facility utilized by the MSDGC Wastewater Collections Division. The existing facility is beyond its useful life and in need of replacement. Construction of a new larger storage facility will provide hardened storage for expensive heavy equipment such as 18-wheel drags, backhoes, bulldozers, etc. The existing building is not adequately sized for the number of vehicles which need secure storage.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,103,000	0	0	0	0	0	1,103,000
Engineering	0	9,000	0	0	0	0	0	9,000
MSD Capital Improvements Total	0	1,112,000	0	0	0	0	0	1,112,000
Estimated Personnel Cost	0	64,540	0	0	0	0	0	64,540





**MCWWTP Service Water (NPW) Reliability and Service Upgrade**

**Dept. Priority:** 74

**Description**

The project will provide resources for upgrades to the Mill Creek Wastewater Treatment Plant (MCWWTP) non-potable water (NPW) system to meet projected flow and pressure demands and to ensure an adequate level of service and reliability for treatment processes at the plant to ensure their optimum operation. The project is located at the Mill Creek WWTP in the Lower Price Hill neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide upgrades to the non-potable water (NPW) system in use at the Mill Creek Wastewater Treatment Plant (MCWWTP) to meet projected flow and pressure demands. The current NPW system does not provide adequate service to the Fluidized Bed Incinerators to prevent sulfur dioxide emissions. In February 2011 MSD committed to evaluating the scrubber tray water feed system and to make adjustments as necessary to provide adequate NPW flow as part of an agreement with the Hamilton County Department of Environmental Services.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	4,968,000	0	0	0	0	0	4,968,000
Engineering	0	125,000	0	0	0	0	0	125,000
MSD Capital Improvements Total	0	5,093,000	0	0	0	0	0	5,093,000
Estimated Personnel Cost	0	238,750	0	0	0	0	0	238,750

**Lower Mill Creek High Water/Dry Weather Protection**

**Dept. Priority:** 75

**Description**

This project will provide resources for a planning effort that will result in the identification of maintenance tasks, operational strategies, and projects that will greatly reduce or eliminate Ohio River and Mill Creek water inflow into the Lower Mill Creek system. The study area includes multiple City of Cincinnati neighborhoods along the Ohio River and the Lower Mill Creek Valley.

**Purpose**

The purpose of this project is to be a planning effort that will result in the identification of maintenance tasks, operational strategies, and projects that will greatly reduce or eliminate Ohio River and Mill Creek water inflow into the Lower Mill Creek system. The study area includes multiple City of Cincinnati neighborhoods along the Ohio River and the Lower Mill Creek Valley.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	13,125,000	0	13,125,000
MSD Capital Improvements Total	0	0	0	0	0	13,125,000	0	13,125,000
Estimated Personnel Cost	0	0	0	0	0	194,870	0	194,870

# Capital Improvement Plan

## Sewers



### Winton Woods Aerial Sewer Replacement

**Dept. Priority:** 76

#### Description

This project will provide resources for the replacement of sewer segments consisting of two 60-inch diameter aerial crossings that total approximately 1,000 linear feet, one 48-inch aerial sewer crossing approximately 300 linear feet, and one 30-inch aerial sewer crossing approximately 220 linear feet. The project will also provide reinforcement of the existing support structures as determined in the previously completed structural analysis task.

#### Purpose

The purpose of this project is to replace four aerial sewer segments of deteriorated corrugated steel sewer that cross Winton Woods Lake or its tributary. Failure of these sewer segments would result in the discharge of sewage to Winton Woods Lake.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	7,147,300	0	0	0	0	0	7,147,300
Engineering	0	124,000	0	0	0	0	0	124,000
MSD Capital Improvements Total	0	7,271,300	0	0	0	0	0	7,271,300
Estimated Personnel Cost	0	351,400	0	0	0	0	0	351,400

### Mill Creek WWTP Anaerobic Digester Conversion

**Dept. Priority:** 77

#### Description

This project will provide resources for the conversion of the four digesters to holding/mixing tanks with solid fixed covers, the cleaning of the remaining digesters, the removal of the floating covers, and the demolition of the structure to ensure no sewage solids or gas can be trapped and create a hazardous condition at the Mill Creek Wastewater Treatment Plant (MCWWTP). The project is located in the Lower Price Hill neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to respond to changes, due to the installation of new fluid bed incinerators (FBI) at Mill Creek Wastewater Treatment Plant (MCWWTP), in the sludge feed process to the incinerators. The newly installed FBIs do not need digested sludge. The north ten (10) digesters will be cleaned, the floating covers removed, and the structure demolished (partial or full) to ensure no sewage solids or gas can be trapped that allow for hazardous conditions. Four of the digesters will be converted to sludge mixing/holding tanks with new covers for sludge feed to new FBIs. An automated instrumentation and controls system will be installed to feed and control sludge flow to the incinerators.

Phases	Prior Year	FY 2013-2019						FY 2013-2019 Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	14,013,400	0	0	0	0	0	14,013,400
MSD Capital Improvements Total	0	14,013,400	0	0	0	0	0	14,013,400
Estimated Personnel Cost	0	638,740	0	0	0	0	0	638,740



**Mill Creek WWTP Solids Handling Improvements Phase 1**

**Dept. Priority:** 78

**Description**

This project will provide resources for for a long-term approach to optimize and improve the reliability of the Mill Creek Wastewater Treatment Plant (MCWWTP) solids handling facilities. This project is located in the Lower Price Hill neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide improved solids handling facilities at the Mill Creek Wastewater Treatment Plant (MCWWTP). In particular it is important to ensure solids processing reliability over the useful life of the incinerators is maintained. MSD proposes a phased approach for the improvements so the most immediate upstream solids handling needs can be addressed first. The first phase of this project will include the following improvements: construction of larger sludge feed wells, upgrade of sludge feed piping, and upgrade of support structures and equipment. This project is being coordinated with Project ID #10240290 whereby digesters are to be converted to sludge holding tanks.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	20,405,000	0	0	0	0	0	20,405,000
Engineering	0	572,500	0	0	0	0	0	572,500
MSD Capital Improvements Total	0	20,977,500	0	0	0	0	0	20,977,500
Estimated Personnel Cost	0	725,040	0	0	0	0	0	725,040

**Wilder Avenue Sewer Replacement**

**Dept. Priority:** 79

**Description**

This project will provide resources for the rehabilitation of 549 feet of existing stone combined sewer. This project is located on private property in the Lower Price Hill neighborhood of the City of Cincinnati. The project crosses Wilder Avenue and ends in State Avenue.

**Purpose**

The purpose of this project is to extend the service life of an existing sewer and reduce maintenance costs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	548,700	0	0	0	0	548,700
Engineering	0	0	23,200	0	0	0	0	23,200
MSD Capital Improvements Total	0	0	571,900	0	0	0	0	571,900
Estimated Personnel Cost	0	0	36,260	0	0	0	0	36,260

# Capital Improvement Plan

## Sewers



### Glen Landing Pump Station Improvements

**Dept. Priority:** 80

**Description**

This project will provide resources for the replacement of components of the existing Glen Landing Pump Station and the construction of a new entrance. The project is located at 25 Merchant Street alongside Route 747 south of Kemper Road in the City of Springdale.

**Purpose**

The purpose of this project is to replace components of the pump station that are near the end of their useful life. Two gravity sewer alternatives were studied to determine if the pump station could be eliminated and neither alignment could be justified. The pump station currently serves the Glen Landing Development which consists of three multi-story office buildings along Route 747 in Springdale.

Phases	Prior Year	FY 2013-2019						
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	313,700	0	0	0	0	313,700
Engineering	0	63,100	0	0	0	0	0	63,100
<b>MSD Capital Improvements Total</b>	<b>0</b>	<b>63,100</b>	<b>313,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>376,800</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>2,240</b>	<b>15,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,990</b>

### Otte Avenue Sewer Replacement

**Dept. Priority:** 81

**Description**

This project will provide resources for the construction of 160 feet of new 15-inch combined sewer, 328 feet of new 48-inch combined sewer, and redirect 4 sanitary connections from the existing sewer to the new sewer. The alignment will follow the public right-of way along Robinson Circle, Hamilton Avenue, and Otte Avenue. The existing sewer that runs under or near four homes will be filled, sealed, and abandoned. This project is in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace the Otte Avenue sewer and 300 feet of the Hamilton/Bruce Avenue sewer. The sewer is vitrified clay pipe installed in 1911 and is partially collapsed, deformed, and broken and is in need of repair.

Phases	Prior Year	FY 2013-2019						
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	0	535,300	0	0	0	535,300
Engineering	0	0	0	13,200	0	0	0	13,200
<b>MSD Capital Improvements Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>548,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>548,500</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,790</b>



**3568 Bogart Avenue Sewer Replacement**

**Dept. Priority:** 82

**Description**

This project will provide resources for the construction of 100 linear feet of 12-inch diameter sanitary sewer and abandonment of 196 linear feet of existing 12-inch diameter sanitary sewer. The project is located in the Avondale neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to fill, seal and abandon 196 linear feet of 12-inch existing sanitary sewer and construct approximately 100 linear feet of new 12-inch conduit along Bogart Avenue. The existing sanitary sewer is located underneath 3568 Bogart Avenue and has extensive fracturing. The abandonment of the existing sewer will eliminate the risk of total failure of the sewer causing sewage backup in the home.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	157,700	0	0	0	0	157,700
Engineering	0	45,800	0	0	0	0	0	45,800
MSD Capital Improvements Total	0	45,800	157,700	0	0	0	0	203,500
Estimated Personnel Cost	0	330	7,910	0	0	0	0	8,240

**Station Avenue Sewer Replacement**

**Dept. Priority:** 83

**Description**

This project will provide resources for the replacement of approximately 650 feet of failing and under capacity combined sewer along Station and Mellwood Avenues. The project will also install approximately 1,000 feet of storm sewer along Winton Road to free up capacity in the Winton Road sewer to allow the sewers on Station and Mellwood Avenues to operate properly. This project is in the Winton Place neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace two failing combined sewer segments along Station Avenue between Keenan Avenue and Mellwood Avenue and one combined sewer segment along Mellwood Avenue. The project will also correct capacity issues along Winton Road by installing 1,000 feet of storm sewer to remove the storm flow from the combined sewer along Winton Road.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,194,600	0	0	0	0	0	1,194,600
MSD Capital Improvements Total	0	1,194,600	0	0	0	0	0	1,194,600
Estimated Personnel Cost	0	75,220	0	0	0	0	0	75,220



### Myrtle Avenue Sewer Abandonment

**Dept. Priority:** 84

#### Description

This project will provide resources for the abandonment of 430 linear feet of existing 24 x 24 inch stone sanitary sewer and the construction of two 6-inch diameter sanitary sewer laterals and other sewer appurtenances connecting to the existing sewers on Myrtle Avenue. The project is located between Myrtle Avenue and Preston Place in the Walnut Hills neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to abandon 430 linear feet of existing 24 x 24 inch stone sanitary sewer that runs underneath two existing structures. The sewer is believed to be installed in 1891 and has collapsed. Due to poor structural conditions the existing sewer is not a lining candidate. Attempts to clean and CCTV inspect the sewer in its entirety have been unsuccessful due to the presence of deposits, debris, and an irregular bottom of the sewer. MSDGC has received WIB and odor complaints regarding this sewer.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	90,500	0	0	0	90,500
Engineering	0	46,800	0	0	0	0	0	46,800
Land	0	5,200	0	0	0	0	0	5,200
MSD Capital Improvements Total	0	52,000	0	90,500	0	0	0	142,500
Estimated Personnel Cost	0	3,350	0	4,970	0	0	0	8,320

### McKeone Avenue Sewer Replacement

**Dept. Priority:** 85

#### Description

This project will provide resources for the construction of 147 linear feet of 18-inch diameter sanitary sewer and abandonment of 122 linear feet of 15-inch existing sanitary sewer. The project is located in the West Price Hill neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to replace 122 linear feet of 15-inch existing sewer with 147 linear feet of 18-inch conduit in a new alignment. The existing 15-inch sewer, installed in 1929, has significant deformation and is not a candidate for pipe lining. The new alignment and larger size will eliminate both the water main interference which was constructed over top the sanitary sewer and upstream water-in-basement issues on McKeone Avenue.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	101,400	0	0	0	0	101,400
MSD Capital Improvements Total	0	0	101,400	0	0	0	0	101,400
Estimated Personnel Cost	0	0	5,210	0	0	0	0	5,210



**Timbers Pump Station Elimination**

**Dept. Priority:** 86

**Description**

This project will provide resources for the construction of approximately 1,800 feet of 8-inch diameter gravity sewer via a jack-and-bore alignment through Winton Woods Park. The pump station is located in the City of Forest Park.

**Purpose**

The purpose of this project is to eliminate the Timbers Pump Station that was installed in 1980 to serve 37 homes. The functionality of the pump station is insufficient in terms of handling wet weather flow. Structurally, this station is not sound because of the metal wet well that has been in the ground for more than 30 years. The size of the well is small. This metal wet well has the risk of having continuous flow into it, which will cause continuous pumping, weakening the soil around it that will likely cause structural failure. After the gravity sewer is constructed, the pump station will be decommissioned and parts salvaged.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,598,400	0	0	0	0	1,598,400
Engineering	0	299,800	0	0	0	0	0	299,800
Land	0	21,900	0	0	0	0	0	21,900
MSD Capital Improvements Total	0	321,700	1,598,400	0	0	0	0	1,920,100
Estimated Personnel Cost	0	20,740	82,130	0	0	0	0	102,870

**Quebec Road Sewer Replacement**

**Dept. Priority:** 87

**Description**

This project will provide resources for approximately 275 feet of 12-inch diameter sanitary sewer and 470 feet of 15-inch storm sewer along Quebec Road in the West Price Hill neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace failing segments of a sewer along Quebec Road. The segments in question are cracking, being pulled apart by root intrusion, and in generally poor shape. Replacement is required to reduce the likelihood of collapse and failure of the pipe and to reduce the frequency of sewage backups and emergency repairs. This project will be coordinated with the downstream Quebec Road Sewer Separation Project #11240110. This will ensure that phasing and construction coordination of the work minimizes construction congestion on Quebec Road and reduces the need to construct temporary structures.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	467,000	0	0	0	0	467,000
Engineering	0	120,700	0	0	0	0	0	120,700
Land	0	9,800	0	0	0	0	0	9,800
MSD Capital Improvements Total	0	130,500	467,000	0	0	0	0	597,500
Estimated Personnel Cost	0	3,710	0	0	0	0	0	3,710

# Capital Improvement Plan

## Sewers



### Carpenters Run Pump Station Upgrade

**Dept. Priority:** 88

#### Description

This project will provide resources for the construction of upgrades to the existing Carpenters Run Pump Station to extend the facility's useful life. The pump station is located along Trailbridge Court in the City of Blue Ash in Hamilton County, Ohio.

#### Purpose

The purpose of this project is to upgrade the Carpenters Run Pump Station. The station was constructed in 1980 and has reached the end of its useful life. With the exception of minor maintenance issues, a condition assessment revealed the pump station functions as designed. The pump station will be upgraded to meet current standards. This project includes replacing the generator with an above ground generator, replacing the wet well, valve chamber and force main.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	0	0	688,400	0	0	688,400
Engineering	0	152,900	0	0	0	0	0	152,900
Land	0	78,400	0	0	0	0	0	78,400
MSD Capital Improvements	0	231,300	0	0	688,400	0	0	919,700
<b>Total</b>								
Estimated Personnel Cost	0	14,920	0	0	47,450	0	0	62,370

### Mayflower WWTP Reliability and Service Upgrades

**Dept. Priority:** 89

#### Description

This project will provide resources for replacing the major equipment at the Mayflower Wastewater Treatment Plant (MWWTP) and repairing metal tanks housing aeration, secondary settling, and sludge holding processes. The project is located at 3055 Overdale Drive in Colerain Township, Hamilton County, Ohio.

#### Purpose

The purpose of this project is to replace equipment at the Mayflower Wastewater Treatment Plant (MWWTP) which was built in the early 1970's, and its assets are becoming more and more unreliable due to age related wear. The MWWTP is a package type extended aeration treatment plant that treats an average daily flow of 28,000 gallons per day. This plant requires a significant amount of manual labor for daily operations and maintenance. The objective of this project is to improve plant reliability. The plant has operated well and has been maintained well. However much of the equipment has deteriorated beyond its original condition. A maintenance strategy alone is inadequate to restore the plant's function.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	964,100	0	0	0	0	0	964,100
MSD Capital Improvements	0	964,100	0	0	0	0	0	964,100
<b>Total</b>								
Estimated Personnel Cost	0	56,780	0	0	0	0	0	56,780





**Hunsford Street Sewer Replacement**

**Dept. Priority:** 90

**Description**

This project will provide resources for the replacement of approximately 200 feet of 8-inch sewer and four service laterals in the Hunsford Street right of way. This project is located on Hunsford Street in the Hartwell neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace an aging and deteriorated sewer segment that is beyond its useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	185,000	0	0	0	0	185,000
Engineering	0	75,800	0	0	0	0	0	75,800
MSD Capital Improvements Total	0	75,800	185,000	0	0	0	0	260,800
Estimated Personnel Cost	0	4,890	9,510	0	0	0	0	14,400

**Greenpine Acres Pump Station Elimination**

**Dept. Priority:** 91

**Description**

This project will provide resources for the installation of approximately 2,180 feet of 12-inch diameter sanitary sewer to remove the Greenpine Acres Pump Station. The pump station was installed in 1967 and is in a deteriorated condition. The project begins at 10085 Hamilton Avenue and ends at the existing pump station near 1078 Persimmon Court. This project is located in Springfield Township.

**Purpose**

The purpose of this project is to eliminate an existing pump station in a deteriorated condition. The station has had 12 bypasses for the period 2007-2009; 5 from wet weather and 7 from mechanical failures. This station does not have a backup generator. The station is located in the floodplain of a creek which floods several times per year and cannot be rebuilt to existing standards without relocating it or replacing it with a differently designed pump station. Elimination of the pump station by a gravity sewer is a practicable option and recommended solution to the reliability problems associated with this pump station.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,107,100	0	0	0	0	1,107,100
MSD Capital Improvements Total	0	0	1,107,100	0	0	0	0	1,107,100
Estimated Personnel Cost	0	0	66,800	0	0	0	0	66,800



### Montana Avenue Sewer - Ferncroft to Mustang Drive

**Dept. Priority:** 92

**Description**

This project will provide resources for the replacement of approximately 3,300 feet of deteriorated sewer along Montana Avenue with a new 24-inch sewer in the same alignment. This project is located in the Westwood neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace a failing sewer that is beyond its useful life. The combined sewer segments on Montana Avenue between Ferncroft Drive and Mustang Drive are in poor condition as they are partially collapsed or deformed and broken. Several segments were found to have a high degree of shape loss and cannot be lined.

Phases	Prior Year	FY 2013-2019						
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	0	3,400,600	0	0	0	3,400,600
Engineering	0	468,600	0	85,600	0	0	0	554,200
MSD Capital Improvements Total	0	468,600	0	3,486,200	0	0	0	3,954,800
Estimated Personnel Cost	0	0	0	191,460	0	0	0	191,460

### Sanitary Sewer Overflow 700 Facility Improvements

**Dept. Priority:** 93

**Description**

This project will provide resources for improvements for the Sanitary Sewer Overflow (SSO) 700 Storage and Treatment Facility located at 420 Cavett Drive Street in the City of Reading, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to provide improvements for the Sanitary Sewer Overflow (SSO) 700 Storage and Treatment Facility. MSD commissioned the SSO 700 in 2006 to mitigate the impacts of sanitary sewer overflows in the upper reaches of the Mill Creek watershed. This project addresses Facility reliability and safety concerns. The project includes construction of an additional storage tank to attenuate peak flows, store solids when the downstream interceptor is full, and protect the existing interceptor from heavy surcharging upstream of the SSO 700 facility. Safety improvements are needed to address operational issues with the heating, ventilation, and air-conditioning (HVAC), valves, electrical, and instrumentation and controls systems.

Phases	Prior Year	FY 2013-2019						
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	10,037,200	0	0	0	0	0	10,037,200
Engineering	0	321,000	0	0	0	0	0	321,000
Land	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	10,408,200	0	0	0	0	0	10,408,200
Estimated Personnel Cost	0	671,150	0	0	0	0	0	671,150



**Polk Run WWTP Reliability and Service Upgrades**

**Dept. Priority:** 94

**Description**

This project will provide resources for upgrades and replacement of existing components at the Polk Run Wastewater Treatment Plant (PRWWTP) which are required to maintain and improve reliability and service. The project scope includes several unit process areas including secondary clarification, return activated sludge pumping, activated sludge basin, waste sludge processing, screening, and odor control. General concrete, non-potable water (NPW) system, and tank draining system are also included. Scope has expanded to address a new National Pollutant Discharge Elimination System (NPDES) permit with likely nutrient restrictions. A facility plan will provide a tighter scope for immediate needs as well as a schedule for necessary improvements and upgrades in the future.

**Purpose**

The purpose of this project is to provide facility upgrades that are needed to maintain the reliability of the asset. While various specific upgrades to the facility have occurred over the last few years the scope of this project seeks to assure the long term performance level. Components such as clarifier drives, return activated sludge pumps, tank drainage, concrete repair and protection are required periodically in the life of any facility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	7,611,000	0	0	0	0	7,611,000
MSD Capital Improvements	0	0	7,611,000	0	0	0	0	7,611,000
Total								
Estimated Personnel Cost	0	0	412,470	0	0	0	0	412,470

**Huntington Pump Station Elimination**

**Dept. Priority:** 95

**Description**

This project will provide resources for constructing 525 feet of 8-inch gravity sewer extending from the Huntington Drive cul-de-sac to the south end of Ramsey Court. The project will eliminate the Huntington Pump Station by constructing 525 feet of 8-inch gravity sewer. This project is located in the City of Loveland, Clermont County, Ohio.

**Purpose**

The purpose of this project is to eliminate the Huntington Pump Station by constructing 525 feet of 8-inch gravity sewer. The project provides cost savings. The 100 year NPV is \$539,000 for the replacement sewer versus \$4,854,500 for keeping the pump station and upgrading according to the maintenance schedule.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	367,600	0	0	0	367,600
MSD Capital Improvements	0	0	0	367,600	0	0	0	367,600
Total								
Estimated Personnel Cost	0	0	0	23,920	0	0	0	23,920



**Kugler Mill Pump Station Upgrade**

**Dept. Priority:** 96

**Description**

This project will provide resources for the installation of a new 4-inch force main approximately 925 feet in length, along with telemetry equipment upgrades, rebuilding the existing standby generator and new air release valves. The force main was installed in 1965 and is beyond its useful life. The new force main will be in a parallel alignment with the existing force main. The Kugler Mill Pump Station is located at the intersection of Calderwood Lane and Kugler Mill Road in the Village of Indian Hill.

**Purpose**

The purpose of this project is to replace the Kugler Mill Pump Station force main due to the fact that it is 46 years old and has a risk of failure. While the pump station is only twenty years old and not in need of an upgrade until 2022, upgrading other components at this time such as telemetry equipment upgrades, rebuilding the existing standby generator, and new air release valves will insure reliable operation and reduce failure risks.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	1,100,100	0	0	1,100,100
Engineering	0	0	0	285,700	0	0	0	285,700
Land	0	0	0	15,000	0	0	0	15,000
MSD Capital Improvements Total	0	0	0	300,700	1,100,100	0	0	1,400,800
Estimated Personnel Cost	0	0	0	8,260	8,260	0	0	16,520

**Dry Run Area Sewers Contract Roundbottom Road**

**Dept. Priority:** 97

**Description**

This project will provide resources for the construction of approximately 5,968 linear feet of 42-inch sanitary sewer, along with manholes and other appurtenances. The project is entirely along Roundbottom Road, starting at a point approximately 1,150 feet northeast of the terminus of Contract A and ending at point approximately 970 feet northeast of the intersection with Broadwell Road. The project is located in Anderson Township.

**Purpose**

The purpose of this project is to provide trunk sewers to unsewered areas in the Village of Newtown, Anderson Township, and other nearby areas, as the Dry Run Area Sewers are part of MSD's long range master plan. Contract RB is one of a series of contracts required to complete the Dry Run Area Sewers. Contract A is being constructed first and provides connection to the existing interceptor sewer that conveys sewage



to the Little Miami Wastewater Treatment Plant. Contract RB provides the trunk sewer from the terminus of Contract A to areas north and east.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	7,896,700	0	0	0	0	0	7,896,700
Engineering	0	200,300	0	0	0	0	0	200,300
MSD Capital Improvements Total	0	8,097,000	0	0	0	0	0	8,097,000
Estimated Personnel Cost	0	386,930	0	0	0	0	0	386,930

**Dry Run Sewers Contract Eight Mile Road**

**Dept. Priority: 98**

**Description**

This project will provide resources for the construction of 4,400 feet of 15-inch to 30-inch diameter sanitary sewer. The project is located between 3100 Eight Mile Road and 2623 Eight Mile Road. This project is located in Anderson Township, Hamilton County, Ohio.

**Purpose**

The purpose of this project is to provide sewer service to the Anderson Township Dry Run Area via a trunk sewer. The project will eliminate the Ivy Trails Flush Station and the Dry Run Pump Station, and could eliminate two other pump stations by subsequent construction of local sewers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	5,654,500	0	0	0	0	5,654,500
Engineering	0	0	139,000	0	0	0	0	139,000
MSD Capital Improvements Total	0	0	5,793,500	0	0	0	0	5,793,500
Estimated Personnel Cost	0	0	297,680	0	0	0	0	297,680

# Capital Improvement Plan

## Sewers



### Dry Run Sewers Contract Broadwell Road

**Dept. Priority:** 99

#### Description

This project will provide resources for construction of 4,800 feet of 18-inch to 24-inch diameter sanitary sewer. The project is located between the intersection of Round Bottom and Broadwell Roads and 8450 Broadwell Road. This project is located in the Village of Newtown in Hamilton County, Ohio.

#### Purpose

The purpose of this project is to provide sewer service to the Anderson Township Dry Run Area via a trunk sewer. This sewer will provide service along Broadwell Road, and in particular to the ANCOR industrial area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,422,200	0	0	0	0	2,422,200
Engineering	0	0	59,700	0	0	0	0	59,700
MSD Capital Improvements Total	0	0	2,481,900	0	0	0	0	2,481,900
Estimated Personnel Cost	0	0	127,520	0	0	0	0	127,520

### Beverly Hill Drive Sewer Replacement

**Dept. Priority:** 100

#### Description

This project will provide resources for the replacement of 275 feet of 24-inch combined sewer with new 24-inch combined sewer in the current alignment as the existing sewer. The project is located to the east of the public sidewalk running between the end of Salisbury Drive and Beverly Hill Drive in the Mt. Lookout neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to replace a failing combined sewer parallel to Beverly Hill Drive. Condition assessment of the existing sewer indicates extreme shape loss. The sewer is not a candidate for relining and failure within five years is probable.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	242,200	0	0	0	0	0	242,200
Engineering	0	20,000	0	0	0	0	0	20,000
MSD Capital Improvements Total	0	262,200	0	0	0	0	0	262,200
Estimated Personnel Cost	0	11,490	0	0	0	0	0	11,490



**Camargo Canyon Pump Station Elimination**

**Dept. Priority:** 101

**Description**

This project will provide resources for a pump station to be eliminated with the construction of 892 feet of new 8-inch diameter gravity sewer to connect a dry line installed with the pump station to an existing sewer on Camargo Road. This project is located in the City of Madeira.

**Purpose**

The purpose of this project is to eliminate the Camargo Canyon Pump Station installed in 1990. Elimination of the pump station will reduce maintenance costs and has a lower Net Present Value than maintenance of the pump station. Elimination of the pump station also reduces the risk of failure, as pump stations have a higher risk of failure than gravity sewers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	710,600	0	0	0	0	0	710,600
MSD Capital Improvements	0	710,600	0	0	0	0	0	710,600
<b>Total</b>								
Estimated Personnel Cost	0	39,720	0	0	0	0	0	39,720

**Little Miami WWTP (NPW) Reliability and Service Upgrade**

**Dept. Priority:** 102

**Description**

This project will provide resources for the repair of the existing service non-potable water (NPW) system and installation of a new system for the incinerator. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to repair the existing service water system and install a new system for the incinerator. The Little Miami Wastewater Treatment Plant (LMWWTP) uses treated wastewater as service water and is vital to the operation of several plant processes, particularly the plant's incinerator. The existing service water system is old and many of the valves in the system are essentially inoperable and there is concern about system capacity with some of the planned projects at LMWWTP. The new system will be dedicated to the incinerator and the existing one will be used for other service water needs. A sub-alternative provides a spray bar system to the primary and secondary settling tanks which will move scum, foam, and floating sludge to the skimmers which are located only on the second half of the tanks.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,405,600	0	0	0	0	2,405,600
MSD Capital Improvements	0	0	2,405,600	0	0	0	0	2,405,600
<b>Total</b>								
Estimated Personnel Cost	0	0	127,160	0	0	0	0	127,160

# Capital Improvement Plan

## Sewers



### Beckman Pump Station Elimination

**Dept. Priority:** 103

#### Description

This project will provide resources for the elimination of the Beckman Pump Station by installing approximately 307 feet of 8-inch sewer. This pump station is located at the terminus of Wycliffe Road in Anderson Township.

#### Purpose

The purpose of this project is to eliminate the Beckman Avenue Pump Station. The Dry Run Sewer currently being constructed will make eliminating this pump station feasible. The cost of eliminating this pump station is less than the one hundred year net present value of a gravity elimination sewer.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	292,400	0	0	0	0	292,400
MSD Capital Improvements Total	0	0	292,400	0	0	0	0	292,400
Estimated Personnel Cost	0	0	15,430	0	0	0	0	15,430

### Little Miami WWTP Ash Slurry System Improvements

**Dept. Priority:** 104

#### Description

This project will provide resources for the evaluation of the existing Ash Slurry System at the Little Miami Wastewater Treatment Plant (LMWWTP) and the replacement of components of this system to extend the useful life of this process. Piping, valves, pumps, motors, and electric power will be included. This project is in the East End neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to improve the existing Little Miami Wastewater Treatment Plant (LMWWTP) Ash Slurry Pumping system which is unable to pump to the back of the ash lagoons. The force main piping between the pumps and the lagoons is beyond its service life and breaking at an increased frequency. Because of the need for replacement of some components, the entire system of force main piping, valves, pumps, and electric power needs evaluated to replace the system with the best economic solution.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	1,059,100	0	0	0	0	1,059,100
MSD Capital Improvements Total	0	0	1,059,100	0	0	0	0	1,059,100
Estimated Personnel Cost	0	0	53,350	0	0	0	0	53,350





**Little Miami WWTP Scum Removal and Handling**

**Dept. Priority:** 105

**Description**

This project will provide resources for the existing grit facility space to install a rotary screen system for scum removal. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati

**Purpose**

The purpose of this project is to significantly reduce Operations and Maintenance costs devoted to scum removal and handling. It will eliminate hauling and mixing at the Mill Creek Wastewater Treatment Plant (MCWWTP) and reduce removal and handling costs at Little Miami Wastewater Treatment Plant (LMWWTP) .

Phases	Prior Year	FY 2013/					FY 2013-2019	
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	880,000	0	0	0	0	880,000
MSD Capital Improvements	0	0	880,000	0	0	0	0	880,000
Total								
Estimated Personnel Cost	0	0	46,410	0	0	0	0	46,410

**Linwood Avenue Sewer Replacement**

**Dept. Priority:** 106

**Description**

This project will provide resources for the replacement of 800 feet of existing deteriorated sewer, partly in the same alignment and partly in a new alignment. This project is located at 3530 through 3552 Linwood Avenue in the Mount Lookout neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to replace a deteriorated sewer in order to reduce potential WIB's and reduce maintenance costs.

Phases	Prior Year	FY 2013/					FY 2013-2019	
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	1,106,600	0	0	0	0	1,106,600
MSD Capital Improvements	0	0	1,106,600	0	0	0	0	1,106,600
Total								
Estimated Personnel Cost	0	0	47,960	0	0	0	0	47,960

# Capital Improvement Plan

## Sewers



### Catholic Calvary Cemetery Sewer Replacement

**Dept. Priority:** 107

**Description**

This project will provide resources for the relining of 642 feet of 24-inch diameter combined sewer. The project starts at 1886 Huron Avenue and ends at 3443 Trimble Avenue, traversing the Catholic Calvary Cemetery. This project is located in the Evanston neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to rehabilitate a deteriorated sewer which traverses a cemetery. It cannot be replaced using open cut methods because it runs under graves nor relined using pipe bursting due to potential ground heaving. The method chosen will provide a structural rehabilitation with minimal surface disturbance.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	172,900	0	0	0	0	172,900
Engineering	0	0	6,400	0	0	0	0	6,400
MSD Capital Improvements Total	0	0	179,300	0	0	0	0	179,300
Estimated Personnel Cost	0	0	14,940	0	0	0	0	14,940

### Portsmouth Avenue Sewer Replacement

**Dept. Priority:** 108

**Description**

This project will provide resources for fill sealing and abandoning 234 linear feet of 18-inch existing sanitary sewer. Approximately 480 linear feet of 24-inch diameter sanitary sewer will be constructed. The project is located in the Hyde Park neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to fill, seal, and abandon 234 linear feet of existing sanitary sewer which currently runs beneath a home on Portsmouth Avenue. The existing sewer, installed in 1913, is not a candidate for lining due to insufficient flow capacity and significant shape loss. A larger diameter sewer will be constructed along Portsmouth Avenue which will redirect flow to the existing sanitary sewer located on Paxton Avenue.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	423,700	0	0	0	423,700
Engineering	0	117,600	0	0	0	0	0	117,600
Land	0	22,000	0	0	0	0	0	22,000
MSD Capital Improvements Total	0	139,600	0	423,700	0	0	0	563,300
Estimated Personnel Cost	0	9,000	0	23,270	0	0	0	32,270



**Wasson Ravine Sewer Replacement**

**Dept. Priority:** 109

**Description**

This project will provide resources for the construction of a new 12-inch diameter sewer to serve approximately 7 homes between Drake Avenue and Drakewood Drive. The remaining structures connected to the existing sewer will be plumbed to connect to the sewers on Drake Avenue, Drakewood Drive, Wasson Road, Isabella Avenue, and Mt. Vernon Avenue. This project addresses a severely deteriorating sewer located under homes. This existing sewer will be abandoned as part of this project. This project is located in the Oakley neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to construct combined sewer segments between Wasson Road and Mt. Vernon Avenue, in the Oakley area. Approximately 1,450 feet are in poor condition and are partially collapsed or deformed and broken. Some segments have shape loss greater than 20% and cannot be lined. The segments pose a risk to MSDGC in their current condition. These segments run under 12 existing structures and are in danger of collapse. The collapse of the pipes could represent a liability to MSDGC.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	1,259,200	0	0	0	0	1,259,200
MSD Capital Improvements	0	0	1,259,200	0	0	0	0	1,259,200
Total								
Estimated Personnel Cost	0	0	64,700	0	0	0	0	64,700

**Land Acquisition**

**Dept. Priority:** 110

**Description**

This project will provide resources to strategically acquire property in MSD's service area that will allow MSD to locate sewer and source control infrastructure assets in the future. These properties will be acquired as opportunities arise due to property availability in sale or foreclosure situations.

**Purpose**

The purpose of this project is to strategically acquire property in MSD's service area for future use in locating infrastructure assets.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Land	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
MSD Capital Improvements	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Total								
Estimated Personnel Cost	0	201,110	160,250	171,280	214,970	260,860	0	1,008,470

# Capital Improvement Plan

## Sewers



### Emergency Sewer Repairs

**Dept. Priority:** 111

#### Description

This project will provide resources for emergency sewer system repairs that are completed throughout the entire District using competitively bid as-needed sewer repair contracts. This project allows MSD to quickly and efficiently restore and maintain interrupted service while mitigating the risk of additional damages or losses.

#### Purpose

The purpose of this project is to allow MSDGC to quickly respond to sudden, unexpected sewer system failures which may threaten the public health, welfare, or safety. Conditions that warrant emergency sewer repairs include cave-ins, structurally failed sewers, manholes or building sewers, sewer backups into private property, sewer overflows that may violate permits and regulations, and imminent danger to structures or real property.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	8,340,000	8,340,000	8,340,000	8,340,000	8,340,000	8,190,000	49,890,000
Engineering	0	150,000	150,000	150,000	150,000	150,000	0	750,000
MSD Capital Improvements Total	0	8,490,000	8,490,000	8,490,000	8,490,000	8,490,000	8,190,000	50,640,000
Estimated Personnel Cost	0	250,000	250,000	250,000	250,000	250,000	0	1,250,000

### Capital Improvement Program Project Planning

**Dept. Priority:** 112

#### Description

This project will provide resources for the funding of the necessary planning resources for capital projects.

#### Purpose

The purpose of this project is to provide capital funding to support planning CIP projects. Capital funding for the planning of these types of projects will allow all costs to be tracked against the specific project effort and will serve to reduce MSD operating expenses accordingly.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
MSD Capital Improvements Total	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

### Information Technology Support Systems Improvements

**Dept. Priority:** 113

#### Description

This project will provide resources for various information technology related needs to better service the MSD. The project includes \$50,000 to redesign the interface and integration system between Laboratory



Information Management System (LIMS) and internet-based POTW (Publicly Owned Treatment Works) Administration & Compliance System (iPACs), \$12,000 for staff to coordinate all needs, and \$273,000 for software enhancements.

**Purpose**

The purpose of this project is to upgrade equipment and increase the service reliability of MSD's Information Technology Division. Equipment upgrades needed include replacement of the central data center's heating, ventilation, and air-conditioning (HVAC) system. Service reliability improvements involve enhancements to asset management and Laboratory Information Management System (LIMS) software systems. Enhancements are needed to improve work order management, capacity planning, cost estimating, key metrics tracking, regulatory reporting, automation, and troubleshooting tools. A major objective of this project is to utilize information more effectively and streamline planning and operational activities.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	335,000	0	0	0	0	0	335,000
MSD Capital Improvements	0	335,000	0	0	0	0	0	335,000
<b>Total</b>								
Estimated Personnel Cost	0	40,100	0	0	0	0	0	40,100

**Wastewater Treatment Roofing and Paving Rehab/Replacement**

**Dept. Priority:** 114

**Description**

This project will provide resources for the replacement or repair of roofs at various MSDGC Treatment Plants in 2013.

**Purpose**

The purpose of this project is to respond to the assessment by KZF in 2006 that provided a guideline which MSD can follow to maintain its infrastructure in an organized fashion. The WWT Division is responsible for structures throughout the MSD service area. The scope for this project is to request an adjusted annual cost for the next 20 years.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
MSD Capital Improvements	0	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
<b>Total</b>								
Estimated Personnel Cost	0	16,160	12,660	13,530	16,980	20,600	20,600	100,530

# Capital Improvement Plan

## Sewers



### CSO and SSO Overflow Compliance Monitoring

**Dept. Priority:** 115

#### Description

This project will provide resources for MSD to monitor Combined Sewer Overflows (CSO) and Sanitary Sewer Overflows (SSO) throughout its system. Monitors are installed for compliance and planning purposes.

#### Purpose

The purpose of this project is to comply with the Ohio EPA, under the new NPDES Permit, which requires MSD to remote monitor every CSO. SSOs will be also be monitored using level sensors. This work will result in: a) minimization of dry-weather bypasses, b) MSD being in compliance with its permit, and c) provide for long-term savings due to a reduction in costs associated with the maintenance and monitoring of the sites, and d) assist in the planning efforts for CSO and SSO eliminations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	537,000	537,000	0	0	0	0	1,074,000
MSD Capital Improvements Total	0	537,000	537,000	0	0	0	0	1,074,000
Estimated Personnel Cost	0	54,890	20,520	0	0	0	0	75,410

### Wastewater Treatment System Asset Renewal

**Dept. Priority:** 116

#### Description

This project will provide resources for the evaluation of wastewater treatment facility assets throughout the District using standardized condition assessment and reliability tools and methodologies. Defective assets, or portions of assets, will be discovered throughout the year either through preventive maintenance and the above mentioned condition assessment activities or after a failure.

#### Purpose

The purpose of this project is to allow MSDGC to replace entire assets or portions of assets within the treatment facilities that are currently unable, or anticipated to be unable to meet their defined levels of service. This project is necessary to cost-effectively extend asset life while protecting and preserving public health and the environment.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	4,168,000	4,170,000	4,170,000	4,170,000	4,170,000	4,170,000	25,018,000
Engineering	0	300,000	300,000	230,000	230,000	230,000	230,000	1,520,000
MSD Capital Improvements Total	0	4,468,000	4,470,000	4,400,000	4,400,000	4,400,000	4,400,000	26,538,000
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000



**Remaining Asset Allowance**

**Dept. Priority:** 117

**Description**

This project will provide resources for a financial placeholder to ensure minimum Asset Management project funding for the 2016-17 Budget Years.

**Purpose**

The purpose of this project is to serve as a financial placeholder to ensure minimum Asset Management project funding for the 2016-17 Budget Years

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
MSD Capital Improvements	0	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Flow Monitoring and Rain Gauges**

**Dept. Priority:** 118

**Description**

This project will provide resources for MSD's plans for wastewater collection and treatment projects throughout its district. Flow monitors are installed to support this planning process by measuring actual system performance while providing the necessary data to meet mandated reporting requirements. This includes the monitoring of sustainable infrastructure.

**Purpose**

The purpose of this project is to provide sewer flow monitoring and rain gauge services to be used to support MSD's long-range planning needs, meet MSD's SSO and CSO monitoring requirements, and perform CIP post-construction monitoring. Flow monitoring is used to assist in the modeling, planning and design process. Flow monitoring is required as part of the Global Consent Decree and MSD's CSO NPDES permit.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
MSD Capital Improvements	0	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
Total								
Estimated Personnel Cost	0	250,000	250,000	250,000	250,000	250,000	0	1,250,000

# Capital Improvement Plan

## Sewers



### Flow and Water Quality Modeling

**Dept. Priority:** 119

#### Description

This project will provide resources for MSD plans and designs for wastewater collection and treatment projects throughout its district through the use of computer models. This includes the modeling of sustainable infrastructure.

#### Purpose

The purpose of this project is to provide sewer modeling services to be used to support MSD's long-range planning needs, and to meet MSD's SSO and CSO monitoring requirements. Sewer modeling is used to assist in the planning and design process and is required as part of the Global Consent Decree and MSD's CSO NPDES permit.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
MSD Capital Improvements Total	0	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	0	2,500,000

### High Risk System Asset Renewal

**Dept. Priority:** 120

#### Description

This project will provide resources for MSDGC to evaluate assets throughout the entire District using standardized condition assessment tools and methodologies. Defective assets, or defective portions of assets that may impair the system's ability to meet defined levels of service are identified, prioritized based upon comprehensive risk, and renewed using the most cost effective methodology to extend the assets' useful life.

#### Purpose

The purpose of this project is to allow MSD to replace entire high risk assets or portions of system assets that are currently unable, or anticipated to be unable to meet their defined level of service. This project is necessary to cost effectively extend asset life while protecting and preserving public health and the environment.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	4,170,000	4,170,000	4,170,000	4,170,000	4,170,000	4,320,000	25,170,000
Engineering	0	150,000	150,000	150,000	150,000	150,000	0	750,000
MSD Capital Improvements Total	0	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	25,920,000
Estimated Personnel Cost	0	260,430	207,520	221,810	278,380	337,800	0	1,305,940





**MSD-Duke Energy Sewer Televising Partnership**

**Dept. Priority:** 121

**Description**

This project will provide resources for the estimated annual scope of work, which will include the inspection, Global Positioning System (GPS) location, and as-needed cleaning of approximately 160 miles of main public sewer and 650 miles of building sewer within MSD's service area. Under a proposed partnership, MSD will administer the contracted sewer inspection and cleaning work in conjunction with Duke's gas main installation contractors and will share the cost of these inspection services with Duke. The proposed monetary value of the project represents a best current estimate of MSD's annual portion of the cost-sharing with Duke to support this program. This work will occur throughout the MSD service area.

**Purpose**

The purpose of this project is to be able to respond to Duke Energy work that is replacing the majority of its natural gas lines and services throughout Hamilton County. Their method of installation uses the trenchless technology of directional drilling. Use of this technology may unknowingly breach MSD sewers and privately owned sewer laterals. MSD is negotiating with Duke Energy, for a public/private cost-sharing partnership to perform pre and post gas main installation televising of the public sewers and private laterals to identify conflicts.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	5,000,000	5,000,000	0	0	0	0	10,000,000
MSD Capital Improvements	0	5,000,000	5,000,000	0	0	0	0	10,000,000
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Value Engineering**

**Dept. Priority:** 122

**Description**

This project will provide resources for Value Engineering, which is a systematic approach to manage value through innovative change. It will confirm design direction and guide in making difficult choices.

**Purpose**

The purpose of this project is to use Value Engineering to identify and creatively solve problems. It is an organized process that achieves the best balance among function, cost and performance. This process offers alternatives while assuring that quality, reliability, life cycle costs, and other critical factors are met.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
MSD Capital Improvements	0	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
Total								
Estimated Personnel Cost	0	24,900	19,840	21,210	26,620	32,300	32,300	157,170

# Capital Improvement Plan

## Sewers



### Rapid Run Early Success Project

**Dept. Priority:** 123

#### Description

This project will provide resources for approximately 4,000 feet of central channel that directs flow through a series of grade control structures and bioretention basins, which will be supported by zones of native plant species specifically adapted to the conditions found throughout the swale. Underdrains will prevent excessive ponding. The proposed improvements are located at Rapid Run Park and along Rapid Run Pike in the Mill Creek sewershed in the East Price Hill neighborhood of the City of Cincinnati in Hamilton County, Ohio.

#### Purpose

The purpose of this project is to meet the needs of the Early Success Project at Rapid Run Park which consists of a conveyance swale that captures stormwater runoff from storm inlets along Rapid Run Pike, as well as sheet flow from the surrounding 44 drainage acres. This project will be connected to the separate storm sewer included in the Sunset Avenue, Sunset Lane, and Rapid Run Sewer Separation Project #11240010. Pre-Construction Activities were completed under Project #10180900 totaling \$229,900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,786,400	0	0	0	0	0	1,786,400
Engineering	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	1,836,400	0	0	0	0	0	1,836,400
Estimated Personnel Cost	0	118,420	0	0	0	0	0	118,420

### CSO 488 Storage Facility

**Dept. Priority:** 124

#### Description

This project will provide resources for a new 2 million gallon storage tank for combined sewage located at Combined Sewer Overflow (CSO) 488. This project is located in the Carthage neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to reduce combined sewer overflows at CSO 488. Construction of a storage facility will reduce overflows by 47 million gallons per year. CSO 488 will achieve 85 percent volumetric control with a two million gallon combined sewage storage tank.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	0	9,741,100	0	9,741,100
Engineering	0	0	1,033,400	1,271,900	0	810,800	0	3,116,100
Land	0	0	0	0	1,271,900	0	0	1,271,900
MSD Capital Improvements Total	0	0	1,033,400	1,271,900	1,271,900	10,551,900	0	14,129,100
Estimated Personnel Cost	0	0	53,100	34,930	34,930	0	0	122,960



**CSO 10 Source Control Phase A**

**Dept. Priority:** 125

**Description**

This project will provide resources for restoring natural drainage conditions and the use of source control best management practices that feature designs to retain storm water runoff by various means (settling, filtration, infiltration, etc.) prior to discharging to a local waterway or combined sewer. The project components will include two detention basins, sewer separation, spray garden, and ravine improvements. This project serves the North Fairmount and Westwood neighborhoods of the City of Cincinnati but is located in the North Fairmount neighborhood.

**Purpose**

The purpose of this project is to service the St. Leo area which has experienced significant flooding since the build out of the neighborhoods above the St. Leo ravine several years ago. This project will resolve those problems for the community while constructing the base storm sewer infrastructure necessary to detain, treat, and convey stormwater to Mill Creek, thereby mitigating CSO 10 overflows. This phase of the project will construct a storm sewer outfall to Mill Creek and extend the storm sewer up St. Leo to capture runoff from an area that is critical to both MSD and SMU. In the event construction coordination is not required with SMU, MSD will defer this project to Phase 2 of the WWIP. (\$497,532 was allocated under Project #10180900.)

Phases	Prior Year	FY 2013/2014 - FY 2019						FY 2013-2019 Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	0	32,099,000	0	0	0	32,099,000
Engineering	0	2,115,500	0	1,332,400	0	0	0	3,447,900
Land	0	3,727,600	0	0	0	0	0	3,727,600
MSD Capital Improvements	0	5,843,100	0	33,431,400	0	0	0	39,274,500
Total								
Estimated Personnel Cost	0	376,780	0	0	0	0	0	376,780

**CSO 30 Stream Separation - Phase B**

**Dept. Priority:** 126

**Description**

This project will provide resources for the extension of the storm sewer completed in 2012 under Phase A. The Phase B project provides an opportunity to potentially eliminate overflows at Combined Sewer Overflow (CSO) 30 while restoring a natural drainage corridor and enhancing a historic urban wetland. This project is located in the in Mill Creek sewershed in the City of Cincinnati's Spring Grove Village neighborhood, in Hamilton County, Ohio.

**Purpose**

The purpose of this project is to relocate CSO 30 and the existing interceptor beyond the proposed highway pavement areas due to ODOT's I-75 reconstruction activities. Phase A of the CSO 30 Stream Separation project involved relocation of the CSO and the interceptor as well as ODOT's construction of a storm culvert under I-75. Phase B of the project involves extending the storm sewer east of I-75 to separate storm water from entering the existing combined sewer system. MSD proposes to complete design related tasks for this

# Capital Improvement Plan



## Sewers

project in 2013. Construction of the improvements will be deferred to Phase 2 of MSD's Wet Weather Improvement Program. Planning of \$176,401 was performed under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	196,000	0	0	0	0	0	196,000
MSD Capital Improvements	0	196,000	0	0	0	0	0	196,000
<b>Total</b>								
Estimated Personnel Cost	0	12,640	0	0	0	0	0	12,640

## CSO 33 I-75 Crossing and Bioretention

**Dept. Priority:** 127

### Description

This project will provide resources for approximately 260 feet of new storm sewers to be constructed via the jack-and-bore method to coordinate MSD's infrastructure needs with Ohio Department of Transportation (ODOT) drainage needs for the I-75 corridor. The improvements will be located along the I-75 corridor in the City of St. Bernard.

### Purpose

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. Under this project, ODOT will construct a new 84-inch diameter storm sewer crossing Interstate I-75 and two bioretention basins (12 acres) for treatment of the I-75 runoff. This project will benefit MSD by providing a higher level of strategic separation and off-loading of the existing combined sewer. The specific details of this project will be determined during the planning phase under Project #10180900 (\$501,652). Upon completion of design activities, MSD will present a preliminary agreement with ODOT to the BOCC for consideration.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	1,996,800	0	0	0	1,996,800
Engineering	0	148,000	0	55,000	0	0	0	203,000
MSD Capital Improvements	0	148,000	0	2,051,800	0	0	0	2,199,800
<b>Total</b>								
Estimated Personnel Cost	0	9,540	0	112,690	0	0	0	122,230

## CSO 28 Source Control

**Dept. Priority:** 128

### Description

This project will provide resources for the new storm sewer network constructed to support the Cincinnati DOTE outfall to provide a higher level of strategic separation and off-loading of the existing combined sewer.

### Purpose

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. The specific details of this project will be determined during the plan-



ning phase and construction will likely be requested during Phase 2 of MSD's Wet Weather Improvement Program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	0	0	300,000	400,000	700,000
MSD Capital Improvements	0	0	0	0	0	300,000	400,000	700,000
Total								
Estimated Personnel Cost	0	0	0	0	0	12,550	0	12,550

**CSO 21 I-75 Crossing and Bioretention**

**Dept. Priority:** 129

**Description**

This project will provide resources for new storm sewers to be constructed to coordinate MSD infrastructure needs with Ohio Department of Transportation (ODOT) drainage needs for the I-75 corridor. The improvements will be located along the I-75 corridor in the vicinity of the I-74 interchange. This project is located in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. For this project, ODOT will construct a new outfall at Mill Creek and a new storm sewer crossing under Interstate 75 immediately north of the I-75/I-74 interchange. This project will benefit MSD by providing a higher level of strategic separation and off-loading of the existing combined sewer. The specific details of this project will be determined during the planning phase. Upon completion of planning activities, MSD will present a preliminary agreement with ODOT to the BOCC for consideration.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	3,037,000	0	0	3,037,000
Engineering	0	0	449,500	0	100,500	0	0	550,000
MSD Capital Improvements	0	0	449,500	0	3,137,500	0	0	3,587,000
Total								
Estimated Personnel Cost	0	0	23,100	0	0	0	0	23,100

**CSO 523 Source Control**

**Dept. Priority:** 130

**Description**

This projects will provide resources for the removal of stormwater from the combined sewer system by a proposed 3,000 foot open channel, approximately 16,000 feet of sewer separations, and construction of seven water quality detention basins. This project is located in the Muddy Creek sewershed in the City of Cincinnati, Green Township, and Delhi Township, in Hamilton County, Ohio.

**Purpose**

The purpose of this project is to aid in the removal of stormwater. CSO 523 accounts for approximately 270 million gallons of CSOs per year. MSD's source control strategy includes a proposed open channel system as

# Capital Improvement Plan



## Sewers

the foundation of a targeted sewer separation program and as a central asset for the community. Conceptual level environmental restoration strategies have been developed in concert with the Communities of the Future Program and the Federal Emergency Management Agency (FEMA) Hazard Mitigation grant program. Planning and design activities are being completed to identify individual projects, right-of-way needs, and to be ready for implementation during Phase 2 of MSD's WWIP. Planning costs of \$365,900 were performed under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	1,091,000	0	1,403,600	0	0	0	2,494,600
Land	0	0	0	6,400,000	0	0	0	6,400,000
MSD Capital Improvements Total	0	1,091,000	0	7,803,600	0	0	0	8,894,600
Estimated Personnel Cost	0	70,350	0	428,580	0	0	0	498,930

## CSO 415 and CSO 416 Source Control

**Dept. Priority:** 131

### Description

This project will provide resources for 60-inch stormwater separation, construction of new 12-inch sanitary sewers, and relocation of Combined Sewer Overflow (CSO) 415. The project is located in the vicinity of Hillside Avenue, Lilienthal Road, Leland Road, and River Road in the Riverside neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is source control which will reduce annual overflow volumes by an estimated 87 million gallons. Removing stream flow from entering the system at CSO 415 will result in substantial reduction in the remaining overflow at CSO 416. Planning in the amount of \$162,000 was performed under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	8,204,000	0	0	0	8,204,000
Engineering	0	843,000	0	147,000	0	0	0	990,000
Land	0	150,000	0	0	0	0	0	150,000
MSD Capital Improvements Total	0	993,000	0	8,351,000	0	0	0	9,344,000
Estimated Personnel Cost	0	0	0	555,260	0	0	0	555,260

## Lick Run Valley Conveyance System

**Dept. Priority:** 132

### Description

This project will provide resources for a valley conveyance system, which is an approximately 8,000-foot hybrid stormwater conveyance system of open channel and subsurface box conduit, to convey natural drainage and stormwater removed from the combined sewer system. The installation includes a low-flow, above-ground bioengineered conveyance system paired with a closed box conduit to convey the 100 year



flood flows to the Mill Creek safely. The project is located between Queen City and Westwood and between White Street and Mill Creek, in the South Fairmount neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to create a Valley Conveyance System which will collect stormwater separated by various hillside systems and convey it to Mill Creek. It will be an innovative asset for community revitalization through the use of best management practices such as green streets, porous pavement treatments, and water quality enhancements. A daylighting feature will be located where the historic Lick Run stream once flowed and will include floodplain amenities for open space and access to an enhanced natural system, engineered to serve multiple community needs and benefits and potential for infill of neighboring sites. Planning for this project in the amount of \$3,600,000 has been allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	112,938,800	0	0	112,938,800
Engineering	0	7,307,100	0	0	6,284,900	0	0	13,592,000
Land	0	5,000,000	8,000,000	7,000,000	0	0	0	20,000,000
MSD Capital Improvements Total	0	12,307,100	8,000,000	7,000,000	119,223,700	0	0	146,530,800
Estimated Personnel Cost	0	0	0	0	671,420	0	0	671,420

**Lick Run Property Demolitions**

**Dept. Priority:** 133

**Description**

This project will provide resources for deconstruction and demolition of 32 vacant structures located on properties to be acquired for the Lick Run source control program. The demolitions may be located on the following streets where new storm water infrastructure is slated for construction: Harrison Avenue, Queen City Avenue, Denham, Carll, Beekman, State, Westwood, Grand, Quebec, White, Cora, Wyoming, Minion, Sunset, and Selim Avenues, in the West Price Hill, North Fairmount, and South Fairmount neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is to advance 14 individual sewer separation projects as part of the Lick Run source control program. Several of these projects involve property acquisitions. This request allocates funding for demolition of structures located on acquired properties. Empty structures throughout the Lick Run Basin have presented a vandalism problem, and several complaints were received regarding vacant structures on previously acquired properties. External funding will be sought where appropriate. Prior funding under another project ID was added to the 2012 CIP to deconstruct and demolish 29 structures.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,777,400	0	0	0	0	0	1,777,400
Engineering	0	82,300	0	0	0	0	0	82,300
MSD Capital Improvements Total	0	1,859,700	0	0	0	0	0	1,859,700
Estimated Personnel Cost	0	5,310	0	0	0	0	0	5,310

# Capital Improvement Plan

## Sewers



### Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation

**Dept. Priority:** 134

#### Description

This project will provide resources for approximately 12,700 feet of proposed storm sewer (12-in to 72-in) and 300 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Sunset Avenue, Sunset Lane, Guerley Road, and Rapid Run Pike, as well as private properties that will need utility easements in the Westwood and West Price Hill neighborhoods of the City of Cincinnati.

#### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Sunset Avenue project is one of the 14 individual projects that will capture stormwater from approximately 480 drainage acres. Pre-construction activities totaling \$1,603,000 have been allocated under Project #10180900.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	0	10,772,300	0	0	0	0	10,772,300
Engineering	0	0	619,600	0	0	0	0	619,600
Land	0	545,000	0	0	0	0	0	545,000
MSD Capital Improvements Total	0	545,000	11,391,900	0	0	0	0	11,936,900
Estimated Personnel Cost	0	0	456,720	0	0	0	0	456,720

### CSO 181 Source Control Phase 1

**Dept. Priority:** 135

#### Description

This project will provide resources for a new real-time control facility coupled with regulator improvements at Combined Sewer Overflow (CSO) 181 to use in-system storage within the existing 10 ft by 15 ft combined trunk sewer. This project is located in the Village of Elmwood Place.

#### Purpose

The purpose of this project is, as part of the Bloody Run source control solution, to remove stormwater from the combined system to reduce the volume and frequency of CSOs and to re-establish flows to the Bloody Run open channel and Mill Creek. Ultimately this project will capture and separate stormwater from approximately 1,200 acres, utilize existing system for storage, and utilize existing opportunities for deten-





tion and water quality enhancements. During this first phase of the source control solution, an estimated 75 million gallons of overflows will be eliminated via construction of a real time control facility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	4,079,000	0	0	0	0	4,079,000
Engineering	0	642,700	84,600	0	0	0	0	727,300
MSD Capital Improvements Total	0	642,700	4,163,600	0	0	0	0	4,806,300
Estimated Personnel Cost	0	0	213,930	0	0	0	0	213,930

**Wyoming and Minion Avenues Sewer Separation**

**Dept. Priority:** 136

**Description**

This project will provide resources for approximately 3,900 feet of proposed storm sewer (12-in to 42-in), and 300 feet of sanitary sewer. The proposed improvements are located in the street right-of-way of Queen City Avenue, Wyoming Avenue, Westmont Avenue, Latham Avenue and Minion Avenue, as well as private properties that will need utility easements. This project is in the South Fairmount and West Price Hill neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Wyoming Avenue and Minion Avenues project is one of the 14 individual projects that will capture stormwater from approximately 62 drainage acres. Pre-construction activities totalling \$635,100 were allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,401,800	0	0	0	0	2,401,800
Engineering	0	0	135,200	0	0	0	0	135,200
Land	0	226,000	0	0	0	0	0	226,000
MSD Capital Improvements Total	0	226,000	2,537,000	0	0	0	0	2,763,000
Estimated Personnel Cost	0	0	107,570	0	0	0	0	107,570

**Harrison Avenue Sewer Separation Phase B**

**Dept. Priority:** 137

**Description**

This project will provide resources for approximately 2,100 feet of storm sewer (12-in to 48-in). The construction will separate and convey stormwater runoff from Harrison Avenue and hillside areas within the sub-

# Capital Improvement Plan

## Sewers



watershed. The project is located along Harrison Avenue, Westwood Avenue, and Moellering Avenue in the South Fairmount neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Harrison Avenue Phase B project is one of the 14 individual projects that will capture storm water from approximately 26 drainage acres. Pre-Construction activities totaling \$445,000 were allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,539,300	0	0	0	0	0	1,539,300
Engineering	0	85,000	0	0	0	0	0	85,000
Land	0	170,000	0	0	0	0	0	170,000
MSD Capital Improvements Total	0	1,794,300	0	0	0	0	0	1,794,300
Estimated Personnel Cost	0	60,120	0	0	0	0	0	60,120

### State Avenue Sewer Separation

Dept. Priority: 138

### Description

This project will provide resources for approximately 3,100 feet of storm sewer (12-in to 36-in), 300 feet of sanitary sewer, and 700 feet of water main relocation. The proposed improvements are located in the street right-of-way of State Avenue, Queen City Avenue, Beekman Street, Lawnway Street, and Pinetree Street in the South Fairmount neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The State Avenue project is one of the 14 individual projects that will capture storm water from approximately 12 drainage acres. Planning in the amount of \$53,000 was allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	3,001,900	0	0	0	3,001,900
Engineering	0	133,000	0	169,700	0	0	0	302,700
Land	0	157,000	0	0	0	0	0	157,000
MSD Capital Improvements Total	0	290,000	0	3,171,600	0	0	0	3,461,600
Estimated Personnel Cost	0	0	0	70,230	0	0	0	70,230



**West Fork Hazard Mitigation Project Phase 2**

**Dept. Priority:** 139

**Description**

This project will provide resources for the demolition of vacant structures located on 8 properties to be acquired for the West Fork Channel Improvements project. The demolitions may be located on the following streets where new storm water infrastructure is slated for construction: West Fork Road, Hays, and Ammon Road. This project is located in the Mt. Airy neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to demolish vacant structures located on several properties along the south side of West Fork Road that are within the 100-year floodplain and floodway to West Fork Creek. MSDGC has received sewage in basement complaints for almost all of these properties. In September 2011, the BOCC approved legislation to demolish structures on several acquired properties in conjunction with a Hazard Mitigation Assistance grant from the Ohio Emergency Management Agency. This project will continue demolishing structures on newly acquired properties. MSD intends to apply for an OEMA Hazard Mitigation Grant for this work.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	231,700	0	0	0	0	0	231,700
Engineering	0	13,000	0	0	0	0	0	13,000
MSD Capital Improvements	0	244,700	0	0	0	0	0	244,700
Total								
Estimated Personnel Cost	0	15,780	0	0	0	0	0	15,780

**West Fork Channel Improvements**

**Dept. Priority:** 140

**Description**

This project will provide resources for 5,255 feet of channel re-naturalization from Combined Sewer Overflow (CSO) 130 to Beekman Street including removal of the concrete channel, additional sinuosity, and additional park amenities. The improvements will be located in Cincinnati, Cheviot, Green Township, and Mt. Airy Forest. MSD proposes to obtain the necessary right-of-way during 2013 with the understanding that construction will occur after 2018 as this scope of work is not required to achieve the annual CSO volumetric reduction for the Phase 1 Wet Weather Improvement Program.

**Purpose**

The purpose of this project is to reduce annual CSOs by 270 million gallons. Fifteen CSOs in the West Fork Basin are consolidated in an existing interceptor originally constructed beneath the West Fork channel in 1929. The existing interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor. The solution includes an 84-inch diameter interceptor, two CSO storage tanks, partial sewer separations at eight CSO locations, and two stormwater

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## Sewers

detention basins providing approximately 23 acre-feet of storage for water quality and quantity improvement. Planning was performed under ID #10180900 for \$1,729,000.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Land	0	996,700	0	0	0	0	0	996,700
MSD Capital Improvements	0	996,700	0	0	0	0	0	996,700
<b>Total</b>								
Estimated Personnel Cost	0	64,270	0	0	0	0	0	64,270

## White Street Sewer Separation

**Dept. Priority:** 141

### Description

This project will provide resources for approximately 6,600 feet of proposed storm sewer (12-in to 54-in), 100 feet of sanitary sewer, and 600 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, White Street, Sperber Avenue, Richter Street, Hillenbrand Avenue, Horton Avenue, Ley Avenue, Bickel Avenue, Fairmount Avenue, Harrison Avenue, and Ekardt Street, as well as private properties that will need utility easements. This project is in the South Fairmount neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The White Street project is one of the 14 individual projects that will capture stormwater from approximately 64 drainage acres. Pre-Construction activities totalling \$801,000 were allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	5,021,200	0	0	0	0	5,021,200
Engineering	0	156,300	0	0	0	0	0	156,300
Land	0	670,000	0	0	0	0	0	670,000
MSD Capital Improvements	0	826,300	5,021,200	0	0	0	0	5,847,500
<b>Total</b>								
Estimated Personnel Cost	0	0	204,100	0	0	0	0	204,100

## Quebec Road Sewer Separation

**Dept. Priority:** 142

### Description

This project will provide resources for approximately 8,500 feet of storm sewer (12-inch to 60-inch), a structural separator (Vortech unit), and 400 feet of water main relocation. The proposed improvements are located in the street right-of-way of Quebec Road, Thinnes Street, Forbus Street, Lierman Street, Jonte Ave-



nue, Graebe Street, Lorna Lane, Margaret Street, and Schoedinger Avenue, as well as private properties that will need utility easements in the South Fairmount neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Quebec Road Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 197 drainage acres. Pre-Construction activities totalling \$809,900 were allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	5,956,600	0	0	0	5,956,600
Engineering	0	0	0	378,000	0	0	0	378,000
Land	0	645,000	645,500	0	0	0	0	1,290,500
MSD Capital Improvements Total	0	645,000	645,500	6,334,600	0	0	0	7,625,100
Estimated Personnel Cost	0	0	0	295,750	0	0	0	295,750

**Queen City Avenue Sewer Separation Phase 2**

**Dept. Priority:** 143

**Description**

This project will provide resources for approximately 8,300 feet of storm sewer (12-in to 96-in, and 4-ft x14-ft RCBC), with no sanitary sewer, and 50 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Queen City Bypass, Tillie Avenue, and Champlain Street, as well as private properties that will need utility easements. This project is located in the Westwood neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Phase 2 project is one of the 14 individual projects that will capture storm water from approximately 228 drainage acres. Planning in the amount of \$165,000 was allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	8,714,200	0	0	0	0	8,714,200
Engineering	0	241,000	523,700	0	0	0	0	764,700
Land	0	747,500	0	0	0	0	0	747,500
MSD Capital Improvements Total	0	988,500	9,237,900	0	0	0	0	10,226,400
Estimated Personnel Cost	0	0	315,550	0	0	0	0	315,550



**Queen City and Cora Avenues Right-of-Way Sewer Separation**

**Dept. Priority:** 144

**Description**

This project will provide resources for approximately 2,600 feet of storm sewer (12-in to 42-in), 2,800 feet of natural conveyance system, and three detention basins, with no sanitary sewer or water main relocations. The proposed improvements are located in the street right-of way of Cora Avenue and Fenton Avenue, as well as private properties that will need utility easements, in the Westwood neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage storm water entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City and Cora Avenue Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 146 drainage acres. Pre-Construction activities totalling \$862,000 were allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	3,096,700	0	0	0	0	3,096,700
Engineering	0	234,100	235,000	0	0	0	0	469,100
Land	0	396,000	440,200	0	0	0	0	836,200
MSD Capital Improvements Total	0	630,100	3,771,900	0	0	0	0	4,402,000
Estimated Personnel Cost	0	0	95,590	0	0	0	0	95,590

**Quebec Heights Sewer Separation**

**Dept. Priority:** 145

**Description**

This project will provide resources for the installation of approximately 2,750 feet of separate storm sewers, 5,600 feet of natural conveyance (daylighted) through Glenway Woods Park and an extended wetland detention feature. This project is located in the East Price Hill and South Fairmount neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Quebec Heights Sewer Separation project, one of 13 Lick Run source control projects that together manage stormwater entering the combined sewer and reduce overflow volume by 730 million gallons. This project will capture stormwater from approximately 72 drainage acres. The project will separate stormwater from a combined sewer that runs through a channel in the Glenway Woods Park as well as provide new storm sewers on Ridlen Avenue, Wessels Avenue, Wessels Lane, Carson



Avenue, Drott Avenue, Wells Street, and Glenway Avenue to remove storm flow from the existing combined sewers on those streets.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	3,467,100	0	0	0	0	3,467,100
Engineering	0	0	205,200	0	0	0	0	205,200
MSD Capital Improvements Total	0	0	3,672,300	0	0	0	0	3,672,300
Estimated Personnel Cost	0	0	64,900	0	0	0	0	64,900

**Grand and Selim Avenues Sewer Separation**

**Dept. Priority:** 146

**Description**

This project will provide resources for approximately 14,400 feet of storm sewer (12-in to 60-in), structural separator (Vortech unit), with 2,800 feet of sanitary sewer and 200 feet of water main relocation. The proposed improvements are located in the street right-of-way of Grand Avenue, Esmonde Avenue, Mickey Avenue, Theresa Street, Lehman Street, Selim Avenue, Northside Avenue, Clara Street, Lionel Avenue, and Lane Avenue in the South Fairmount neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Grand and Selim Avenues Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 272 drainage acres. Planning for \$202,000 was allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	13,556,000	0	0	13,556,000
Engineering	0	1,029,000	0	0	521,400	0	0	1,550,400
Land	0	944,600	1,000,000	0	0	0	0	1,944,600
MSD Capital Improvements Total	0	1,973,600	1,000,000	0	14,077,400	0	0	17,051,000
Estimated Personnel Cost	0	127,260	51,380	0	646,870	0	0	825,510

**Queen City Avenue Sewer Separation Phase 3**

**Dept. Priority:** 147

**Description**

This project will provide resources for approximately 4,500 feet of storm sewer (12-in to 60-in), with no sanitary sewer and 5,100 feet of watermain relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, LaFeuille Avenue, East Tower Drive, Gehrum Lane, as well as private

# Capital Improvement Plan

## Sewers



properties that will need utility easements. This project is located in the South Fairmount neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Phase 3 project is one of the 14 individual projects that will capture stormwater from approximately 34 drainage acres. Planning of \$60,000 was allocated under Project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	5,198,400	0	0	5,198,400
Engineering	0	155,100	0	0	294,200	0	0	449,300
Land	0	289,900	0	0	0	0	0	289,900
MSD Capital Improvements Total	0	445,000	0	0	5,492,600	0	0	5,937,600
Estimated Personnel Cost	0	0	0	0	84,740	0	0	84,740

## Westwood Avenue Sewer Separation

**Dept. Priority:** 148

### Description

This project will provide resources for approximately 4,160 lf of proposed storm sewer (12-in to 60-in), with 1,200 lf of sanitary sewer and 1,200 lf of water main relocation. The proposed improvements are located in the street right-of-way of Westwood Avenue, Grand Avenue, Selim Avenue, Amor Place, Quebec Road, Van Hart Street, and Kebler Street, as well as private properties that will need utility easements in the South Fairmount neighborhood of the City of Cincinnati.

### Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage storm water entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Westwood Avenue project is one of the 14 individual projects that will capture storm water from approximately 11 drainage acres.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	5,994,900	0	0	0	5,994,900
Engineering	0	0	0	339,800	0	0	0	339,800
MSD Capital Improvements Total	0	0	0	6,334,700	0	0	0	6,334,700
Estimated Personnel Cost	0	0	0	132,330	0	0	0	132,330





**Queen City Avenue Sewer Separation Phase 1**

**Dept. Priority:** 149

**Description**

This project will provide resources for approximately 2,800 feet of storm sewer (12-in to 96-in, and 4ft x 14ft Reinforced Concrete Box Culvert) and 350 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Queen City Bypass, Tillie Avenue, and Champlain Street, as well as private properties that will need utility easements. This project is located in the South Fairmount neighborhood of the City of Cincinnati

**Purpose**

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Sewer Separation Phase 1 project is one of the 14 individual projects that will capture stormwater from approximately 107 drainage acres. Pre-Construction of \$1,722,409 was allocated under #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	6,037,700	0	0	0	0	0	6,037,700
Engineering	0	100,000	0	0	0	0	0	100,000
MSD Capital Improvements Total	0	6,137,700	0	0	0	0	0	6,137,700
Estimated Personnel Cost	0	278,520	0	0	0	0	0	278,520

**CSO 12 Sewer Separation Phase A.3 West MLK Drive**

**Dept. Priority:** 150

**Description**

This project will provide resources for the extension of the new storm sewer network along the Martin Luther King (MLK) Drive corridor. The project includes approximately 2,100 feet of new storm sewers, ranging in diameter from 36-inch to 54-inch, and 32 planter boxes to serve as stormwater biofiltration features. This project is located in the Clifton and University Heights/Fairview neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is a representation of the first segment of storm sewers to separate and detain stormwater runoff from I-75 at the Hopple Street interchange and Martin Luther King Jr. Drive corridor. This project will facilitate future strategic separation of the CSO 12 drainage area. For the past three years, MSD has collaborated with ODOT, CDOT, Public Services, and other partners for the Revive Cincinnati reconstruction project. This project will eliminate the I-75 barrier to potential future separations by linking

# Capital Improvement Plan

## Sewers



the Martin Luther King Jr. Drive corridor and adjacent community with Lower Camp Washington. MSD continues to pursue alternative funding sources for the CSO 12 drainage area projects.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	690,900	0	0	0	0	0	690,900
Engineering	0	32,900	0	0	0	0	0	32,900
MSD Capital Improvements Total	0	723,800	0	0	0	0	0	723,800
Estimated Personnel Cost	0	46,670	0	0	0	0	0	46,670

### CSO 12 Sewer Separation Phase A.4

**Dept. Priority:** 151

#### Description

This project will provide resources for the extension of the overall strategic separation effort into Camp Washington towards the Mill Creek. The project constructs separate storm sewer as well as detention and sustainable elements for detention, treatment, and conveyance at the corner of Spring Grove Avenue and Ethan Avenue. This project is located in the Camp Washington neighborhood of the City of Cincinnati.

#### Purpose

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from the University of Cincinnati campus to the Camp Washington area. The project will provide detention for ODOT runoff from I-75 in exchange for their construction of a large storm sewer crossing under I-75. The project provides critical infrastructure to convey runoff toward Mill Creek and create system capacity for potential future full separation projects anticipated under MSD's Phase 2 Wet Weather Improvement Program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	13,477,000	0	0	0	0	13,477,000
Engineering	0	424,000	470,000	0	0	0	0	894,000
Land	0	745,000	0	0	0	0	0	745,000
MSD Capital Improvements Total	0	1,169,000	13,947,000	0	0	0	0	15,116,000
Estimated Personnel Cost	0	75,380	716,610	0	0	0	0	791,990

### CSO 12 Sewer Separation Phase B - Outfall Tunnel

**Dept. Priority:** 152

#### Description

This project will provide resources for Combined Sewer Overflow (CSO) 12 Sewer Separation Phase B improvements to extend the new storm sewer from the stormwater detention basin constructed under CSO



12 Phase A.4 (11242843) to the Mill Creek. The storm sewer must cross underneath existing railroad tracks to reach the outfall. This project is located in the Camp Washington neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from UC campus to Camp Washington. The project will reduce overflows at CSO 12 by at least 10 million gallons in the typical year through detention alone. It will also improve the existing combined sewer to eliminate surcharging in the Burnet Woods Park. These improvements will construct park amenities that will also serve as functional components of the sewer system. This project will be constructed during Phase 2 of MSD's Wet Weather Improvement Program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	0	256,000	876,000	0	1,132,000
Land	0	0	0	0	0	300,000	0	300,000
MSD Capital Improvements Total	0	0	0	0	256,000	1,176,000	0	1,432,000
Estimated Personnel Cost	0	0	0	0	17,650	49,180	0	66,830

**CSO 12 Sewer Separation Phase C - Burnet Woods**

**Dept. Priority:** 153

**Description**

This project will provide resources for Combined Sewer Overflow (CSO) 12 Sewer Separation Phase C improvements to Burnet Woods which will increase capacity of the park's lake, replace the main combined sewer running through the park, construct a stream from the lake to the northwest corner of the park, and construct wetland areas for capture of stormwater. This project is located in the Clifton Heights neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from the UC campus to Camp Washington. The project will reduce overflows at CSO 12 by approximately 10 million gallons in the typical year through detention alone. It will also improve the existing combined sewer to eliminate surcharging in the Burnet Woods Park. These improvements will construct park amenities that will also serve as functional components of the sewer system. MSD is pursuing funding partnerships with the City of Cincinnati Parks Department and the United States Environmental Protection Agency.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	100,000	771,000	0	0	0	0	871,000
MSD Capital Improvements Total	0	100,000	771,000	0	0	0	0	871,000
Estimated Personnel Cost	0	6,450	39,610	0	0	0	0	46,060



**CSO 217/483 Sewer Separation Phase A**

**Dept. Priority:** 154

**Description**

This project will provide resources for the construction of two new stormwater detention basins, enlargement of two existing basins, new storm sewers, relocated combined sewers, and redirection of sanitary laterals. This project is located in the Winton Hills neighborhood of the City of Cincinnati, in the Kings Run Basin of the Mill Creek sewershed. This project also affects portions of the College Hill and Winton Place neighborhoods of the City of Cincinnati.

**Purpose**

The purpose of this project is to serve as a source control solution for CSOs 217 and 483 and includes five detention basins to reduce the peak volume entering the combined system, conversion of portions of the combined system to a storm sewer, strategic separation via installation of 7,200 lf of combined sewers and 5,700 lf of storm sewers. Additional control for CSO 217 will be provided via a storage facility. This Phase A project includes the separation and detention basins. Phase B will include the storage facility. The source control strategy will eliminate approximately 150 MG of CSOs. Planning costs of this project of \$513,653 were performed under project #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	14,925,600	0	0	0	14,925,600
Engineering	0	1,684,900	0	1,063,800	0	0	0	2,748,700
Land	0	2,568,600	0	0	0	0	0	2,568,600
MSD Capital Improvements Total	0	4,253,500	0	15,989,400	0	0	0	20,242,900
Estimated Personnel Cost	0	0	0	878,140	0	0	0	878,140

**CSO 217/483 Source Control Phase B**

**Dept. Priority:** 155

**Description**

This project will provide resources for the construction of a Combined Sewer Overflow (CSO) storage facility at CSO 217. This project is located in the Winton Hills neighborhood of the City of Cincinnati but affects portions of the College Hill and Winton Place neighborhoods as well.

**Purpose**

The purpose of this project is to construct a CSO storage facility at CSO 217. The Kings Run Watershed includes two large CSOs, 217 and 483 that cover a drainage area of 1,076 acres. The source control solution for CSOs 217 and 483 includes five detention basins to reduce the peak volume entering the combined system, conversion of portions of the combined system to a storm sewer, strategic separation via installation of 7,200 lf of combined sewers and 5,700 lf of storm sewers. Additional control for CSO 217 will be provided



via a storage facility. Phase A includes the separation and detention basins. This project will provide the storage facility. The source control strategy will eliminate approximately 150 MG of CSOs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	20,593,400	0	0	20,593,400
Engineering	0	4,503,200	0	0	305,100	0	0	4,808,300
Land	0	429,800	0	0	0	0	0	429,800
MSD Capital Improvements Total	0	4,933,000	0	0	20,898,500	0	0	25,831,500
Estimated Personnel Cost	0	0	0	0	1,000,000	0	0	1,000,000

**CSO 126, 127, 128 Partial Separations**

**Dept. Priority:** 156

**Description**

This project will provide resources for approximately 1,000 feet of pipe to separate streams and 3,700 feet pipe to separate sanitary and storm sewer systems. Stormwater will be conveyed to the West Fork Channel and the combined sewer will be connected to the new interceptor (Project #11243860). Stormwater from Combined Sewer Overflow (CSO) 126 will be conveyed through the existing combined sewer, and combined flow will be conveyed through a new combined sewer. This project is located in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to provide partial separation of sanitary and stormwater at CSO 126, 127, and 128. This project is part of the overall West Fork source control efforts to provide a reduction in annual CSO overflows by 270 million gallons. Pre-Construction costs of \$790,100 were funded for this project under ID #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	3,634,100	0	0	0	0	3,634,100
Engineering	0	0	205,600	0	0	0	0	205,600
Land	0	627,600	0	0	0	0	0	627,600
MSD Capital Improvements Total	0	627,600	3,839,700	0	0	0	0	4,467,300
Estimated Personnel Cost	0	40,470	210,880	0	0	0	0	251,350



**CSO 130 Stream Separation**

**Dept. Priority:** 157

**Description**

This project will provide resources for approximately 2,000 feet of pipe to separate streams in order to convey storm water to the West Fork channel and connect the combined sewer to the new interceptor. This project is located in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is part of the overall West Fork Basin source control solution to reduce annual CSO overflows by 270 million gallons. This project will provide separation of existing streams from the combined sewer and convey those flows to the West Fork Channel. Future construction of a new interceptor sewer that is not hydraulically connected to the West Fork Channel is also part of the West Fork source control solution. Pre-Construction activities for this project in the amount of \$1,203,600 was funded under project ID #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	9,277,200	0	0	0	9,277,200
Engineering	0	0	0	530,000	0	0	0	530,000
Land	0	1,566,800	0	0	0	0	0	1,566,800
MSD Capital Improvements Total	0	1,566,800	0	9,807,200	0	0	0	11,374,000
Estimated Personnel Cost	0	0	0	538,610	538,610	0	0	1,077,220

**West Fork Interceptor and Storage Tanks**

**Dept. Priority:** 158

**Description**

This project will provide resources for 4,700 linear feet of combined sewer interceptor (84-inch diameter) from the Combined Sewer Overflow (CSO) 130 to the proposed 1.5 million gallon interceptor storage tank near Beekman Street and sealing of all existing grates in the portions of the existing interceptor that will remain in use. The project also includes two storage tanks. The improvements will be located in the neighborhoods of Mt. Airy, Northside, and South Cumminsville of the City of Cincinnati.

**Purpose**

The purpose of this project is to serve as a source control effort for part of the overall West Form Basin. The existing West Fork interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor. The West Fork source control project will reduce annual CSOs by 270 million gallons. This project includes an 84-inch diameter interceptor and two



CSO storage tanks. Pre-Construction activities for this project at a cost of \$3,457,200 were funded under project ID #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	35,662,900	0	0	0	35,662,900
Engineering	0	428,700	0	0	0	0	0	428,700
Land	0	309,800	0	0	0	0	0	309,800
MSD Capital Improvements Total	0	738,500	0	35,662,900	0	0	0	36,401,400
Estimated Personnel Cost	0	0	0	1,000,000	0	0	0	1,000,000

**CSO 117, 528, 529, and 530 Partial Separations**

**Dept. Priority:** 159

**Description**

This project will provide resources for approximately 9,200 feet of storm water separation along several streets including: Tappan Avenue, Case Avenue, Elmore Street, Hoffner Street, Beekman Street, Llewellyn Avenue, Dreman Avenue, Webman Court, Emma Place, and Lillie Place. This project is located in the South Cumminsville neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is to serve as a source control solution for part of the West Fork Basin. This project provides partial separation of stormwater from the existing combined sewers to reduce annual overflow volume by 270 million gallons basinwide. Pre-Construction activities for this project in the amount of \$939,600 were funded under project ID #10180900.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	0	5,711,400	0	0	5,711,400
Engineering	0	0	0	0	330,300	0	0	330,300
Land	0	113,000	0	0	0	0	0	113,000
MSD Capital Improvements Total	0	113,000	0	0	6,041,700	0	0	6,154,700
Estimated Personnel Cost	0	0	0	0	416,430	0	0	416,430

**Upper Muddy Creek Interceptor Replacement**

**Dept. Priority:** 160

**Description**

This project will provide resources for installing approximately 3,300 linear feet of 30 inch sewer from Combined Sewer Overflow (CSO) 522 (Werk Road and Westbourne Drive) to the intersection of Muddy Creek Road and Westbourne Drive and approximately 9,000 linear feet of 36 inch sewer from intersection of Westbourne Drive and Muddy Creek Road to the oxbow in Muddy Creek. This project includes dynamic under-

# Capital Improvement Plan



## Sewers

flow control at CSO 522, CSO 198, and CSO 518 and the elimination of Sanitary Sewer Overflow (SSO) 1061. This project is located in Green Township.

### Purpose

The purpose of this project is to replace the upper portion of the Muddy Creek Interceptor that was originally installed around 1929 and 1935. The existing sewer is aging and deteriorating and needs to be relocated. The project will also increase the capacity of the sewer to transport underflow from CSO 522, CSO 198, and CSO 518 to the future Muddy Creek Basin Storage and Conveyance Sewer.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	30,053,900	0	0	0	0	30,053,900
MSD Capital Improvements Total	0	0	30,053,900	0	0	0	0	30,053,900
Estimated Personnel Cost	0	0	1,167,540	0	0	0	0	1,167,540

## Benson Street Sewer Replacement

Dept. Priority: 161

### Description

This project will provide resources for the replacement and upsize of approximately 4,100 feet of sewer varying in size from 12-inches to 30-inches from the Mill Creek Interceptor sewer to Sanitary Sewer Overflow (SSO) 1001. This project is located in the City of Reading.

### Purpose

The purpose of this project is to address the sewer main overloading in this area, eliminate SSO 1001, and provide capacity to enable development within the sewershed. The gravity sewer main along Benson Street from the Mill Creek interceptor sewer to the intersection with Hill Street currently experiences sewer main overloading at the intersection with Reading Road, encompasses SSO 1001, and provides service to several parcels of developable land in the vicinity. Planning and design of this project was accomplished using the WWIP Urgent Capacity allowance (Project ID # 10190209).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	2,407,400	0	0	0	0	2,407,400
MSD Capital Improvements Total	0	0	2,407,400	0	0	0	0	2,407,400
Estimated Personnel Cost	0	0	115,580	0	0	0	0	115,580

## CSO 123 Elimination

Dept. Priority: 162

### Description

This project will provide resources for for the partial separation of CSO 123 under Phase II of the WWIP. The project starts at the end of Llewellyn Avenue (just north of the I-74 exit ramp) and runs north to the intersec-





tion with Hoffner Street; then extends east to the intersection of Hoffner Street and Borden Place. The project is located in the Northside neighborhood of the City of Cincinnati.

**Purpose**

The purpose of this project is the partial separation of CSO 123 under Phase II of the WWIP. The overflow typically requires weekly service to keep the CSO clean and working properly. The access point for maintenance is located within a few feet of an off-ramp from I-74. The frequency of the maintenance combined with the proximity to high-speed traffic make for a significant risk to WWC maintenance and monitoring staff.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	0	422,300	0	0	0	422,300
MSD Capital Improvements	0	0	0	422,300	0	0	0	422,300
Total								
Estimated Personnel Cost	0	0	0	28,400	0	0	0	28,400



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**Department of Trade and Development**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Capital Fund</b>								
1	Hazard Abatement/Demolition Program	2,117,500	220,000	235,000	233,000	220,000	220,000	3,245,500
2	Strategic Housing Initiatives Program	0	986,200	990,000	990,000	958,600	970,500	4,895,300
3	Homeless to Homes	1,400,000	0	0	0	0	0	1,400,000
4	Retail/Commercial Opportunities	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
5	Downtown Housing Development	77,300	653,000	713,500	668,100	653,000	653,000	3,417,900
6	Citirama	800,000	0	850,000	0	800,000	0	2,450,000
7	Neighborhood Market Rate Housing	500,000	850,000	0	850,000	0	800,000	3,000,000
8	Gateway V	1,500,000	0	0	0	0	0	1,500,000
9	Strategic Program for Urban Redevelopment	100,000	300,000	300,000	300,000	200,000	200,000	1,400,000
10	Tax Incentive/Enterprise Zone	100,000	100,000	100,000	100,000	100,000	100,000	600,000
11	Business Retention/New Growth	1,000,000	0	0	0	0	0	1,000,000
12	Viable Small Business Development	1,000,000	0	0	0	0	0	1,000,000
13	Neighborhood Business District Improvements	900,000	900,000	950,000	950,000	900,000	900,000	5,500,000
14	Commercial & Industrial Public Improvements	350,000	350,000	350,000	400,000	350,000	350,000	2,150,000
15	Community Development Focus District	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
16	Neighborhood Business Property Holding	22,000	25,000	25,000	25,000	22,000	22,200	141,200
<b>General Capital Total</b>		<b>11,411,600</b>	<b>5,902,800</b>	<b>6,144,200</b>	<b>6,180,000</b>	<b>5,734,200</b>	<b>5,760,000</b>	<b>41,132,800</b>
<b>Department of Trade and Development Total</b>		<b>11,411,600</b>	<b>5,902,800</b>	<b>6,144,200</b>	<b>6,180,000</b>	<b>5,734,200</b>	<b>5,760,000</b>	<b>41,132,800</b>



General Capital Fund

**Hazard Abatement/Demolition Program**

**Dept. Priority: 1**

**Description**

This project will provide resources for the demolition of unsafe and public nuisance buildings and is targeted for areas where Community Development Block Grant (CDBG) funding is impractical, usually in commercial or historical districts. In 2013, funding will be added to the existing Moving Ohio Forward Demolition Grant project account to facilitate tracking of project resources.

**Purpose**

The purpose of this project is to address public safety concerns of existing structures and to reduce the number of unsafe and blighted buildings in the City.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	297,500	2,117,500	220,000	235,000	233,000	220,000	220,000	3,245,500
<b>General Capital Total</b>	<b>297,500</b>	<b>2,117,500</b>	<b>220,000</b>	<b>235,000</b>	<b>233,000</b>	<b>220,000</b>	<b>220,000</b>	<b>3,245,500</b>
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Strategic Housing Initiatives Program**

**Dept. Priority: 2**

**Description**

This project will provide resources for the Strategic Housing Initiatives Program (SHIP), which provides for strategic investments in housing projects throughout the City's neighborhoods, with a primary emphasis on homeownership opportunities. The program will support rehabilitation or new construction of units for homeownership and maintenance of property during the pre-development phase.

**Purpose**

The purpose of this project is to support the Strategic Housing Initiatives Program (SHIP), which will provide funding for housing projects with an emphasis on homeownership.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	125,000	0	128,000	128,000	128,000	124,000	126,000	634,000
Construction	683,600	0	858,200	862,000	862,000	834,600	844,500	4,261,300
<b>General Capital Total</b>	<b>808,600</b>	<b>0</b>	<b>986,200</b>	<b>990,000</b>	<b>990,000</b>	<b>958,600</b>	<b>970,500</b>	<b>4,895,300</b>
Estimated Personnel Cost	67,000	0	88,000	99,000	99,000	95,000	97,000	478,000



**Homeless to Homes**

**Dept. Priority: 3**

**Description**

This project will provide resources for construction costs associated with the development of three shelters: new YWCA women's shelter, relocation and construction of the City Gospel Mission Shelter, and/or the relocation and construction of the Drop Inn Center.

**Purpose**

The purpose of this project is to address the Ordinance approved by City Council in 2008 which directed Strategies to End Homelessness, Inc. (STEH) fka the Cincinnati/Hamilton County Continuum of Care for the Homeless, Inc. to "immediately address the inadequacy of the current provision of services for single homeless individuals in the City of Cincinnati, and to put in place a comprehensive plan to implement such services" Furthermore, the plan must ensure that single homeless men and women will have access to safe, appropriate shelter facilities and that such facilities will provide comprehensive services necessary for homeless individuals to obtain and maintain housing.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	1,400,000	0	0	0	0	0	1,400,000
General Capital Total	0	1,400,000	0	0	0	0	0	1,400,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Retail/Commercial Opportunities**

**Dept. Priority: 4**

**Description**

This project would provide funding to enable the City to pursue retail and commercial tenants by offering incentives to leverage private investment. Project funding would also be used for project administration costs, predevelopment work, and to cover carrying costs (i.e., property taxes) on City-owned sites overseen by the Economic Development Division.

**Purpose**

The purpose of this project is to create new employment opportunities while retaining existing jobs. The project would also foster positive business relationships, encourage business growth and investment, facilitate property development for commercial purposes, and cover carrying costs (i.e, real estate taxes) for City-owned properties overseen by the Economic Development Division.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	1,310,700	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
General Capital Total	1,310,700	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
Estimated Personnel Cost	139,060	129,480	126,860	133,070	136,390	128,060	129,430	783,290



**Downtown Housing Development**

**Dept. Priority:** 5

**Description**

This project will provide resources to support housing development in the downtown area.

**Purpose**

The purpose of this project is to increase the number of residential units in the downtown area to provide a greater number of housing choices within the City. The project would also improve the physical environment of the downtown area by rehabilitating and developing vacant and underutilized buildings/sites. New downtown residents would grow the market base for retail/commercial activities in downtown Cincinnati, which would ultimately increase the City's income tax revenue.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	75,500	0	65,000	70,000	66,000	65,000	65,000	331,000
Construction	577,000	77,300	588,000	643,500	602,100	588,000	588,000	3,086,900
<b>General Capital Total</b>	<b>652,500</b>	<b>77,300</b>	<b>653,000</b>	<b>713,500</b>	<b>668,100</b>	<b>653,000</b>	<b>653,000</b>	<b>3,417,900</b>
<b>Estimated Personnel Cost</b>	<b>52,000</b>	<b>7,000</b>	<b>65,000</b>	<b>70,000</b>	<b>66,000</b>	<b>65,000</b>	<b>65,000</b>	<b>338,000</b>

**Citirama**

**Dept. Priority:** 6

**Description**

This project would provide funding for new market rate homes over a six-year period. Resources would be used for site and public improvements incidental to new housing construction at future Citirama development sites. Citirama is a joint development partnership between the City and the Homebuilders Association of Greater Cincinnati.

**Purpose**

The purpose of this project is to demonstrate the viability and desirability of developing housing in the City. The project will also increase the level of homeownership in the City, and expand the City's real estate and income tax base.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	680,000	0	723,000	0	680,000	0	2,083,000
Engineering	0	40,000	0	42,000	0	40,000	0	122,000
Other	0	80,000	0	85,000	0	80,000	0	245,000
<b>General Capital Total</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>850,000</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>2,450,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>245,000</b>

**Neighborhood Market Rate Housing**

**Dept. Priority:** 7

**Description**

This project will provide resources for the development of market-rate housing in Cincinnati neighborhoods. City assistance may take the form of acquisition, site preparation, infrastructure development, and



direct assistance for construction or rehabilitation. Project funding would also be available to assist projects that will be recommended in the Strategic Housing Initiatives Program (SHIP).

**Purpose**

The purpose of this project is to increase market-rate housing in City neighborhoods. This program is designed to improve the City's competitive edge in retaining and attracting middle income residents by increasing the supply and variety of available market rate housing.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Construction	0	500,000	740,000	0	740,000	0	695,000	2,675,000
Other	0	0	110,000	0	110,000	0	105,000	325,000
<b>General Capital Total</b>	<b>0</b>	<b>500,000</b>	<b>850,000</b>	<b>0</b>	<b>850,000</b>	<b>0</b>	<b>800,000</b>	<b>3,000,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>80,000</b>	<b>250,000</b>

**Gateway V**

**Dept. Priority: 8**

**Description**

This project will provide resources for the redevelopment of vacant buildings within the Gateway V area of Over-the-Rhine. Gateway V is generally located east of Elm Street, south of 15th Street, west of Vine Street, and north of 13th Street. This project will redevelop 21 vacant buildings, resulting in the creation of 88 residential units and 7,909 square feet of commercial space.

**Purpose**

The purpose of this project is to provide market-rate housing and economic development opportunities in Over-the-Rhine.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	1,500,000	0	0	0	0	0	1,500,000
<b>General Capital Total</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Strategic Program for Urban Redevelopment**

**Dept. Priority: 9**

**Description**

This project would provide funding for the Strategic Program for Urban Redevelopment (SPUR) and will facilitate the redevelopment of abandoned, vacant, or underutilized industrial and commercial sites where the expansion or redevelopment may be complicated by environmental contamination. EDD will continue

# Capital Improvement Plan

## Trade and Development



to target locations in the City which are identified by the GO Cincinnati study as Growth Opportunity Areas.

### Purpose

The purpose of this project is to achieve the redevelopment of brownfield sites.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	25,000	10,000	30,000	30,000	30,000	20,000	20,000	140,000
Land	62,000	25,000	75,000	75,000	75,000	50,000	50,000	350,000
Construction	163,000	65,000	195,000	195,000	195,000	130,000	130,000	910,000
<b>General Capital Total</b>	<b>250,000</b>	<b>100,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,400,000</b>
Estimated Personnel Cost	20,000	10,000	30,000	30,000	30,000	200,000	200,000	500,000

## Tax Incentive/Enterprise Zone

**Dept. Priority:** 10

### Description

This project would provide funding to operate the CRA property tax abatement program and the State of Ohio designated Enterprise Zone Program, including coordination with the State of Ohio as well as compliance and monitoring activity for existing agreements. The City administers these programs to provide an incentive to encourage renovation and new construction of commercial property, as well as to incentivize businesses to expand, renovate, or relocate within the City.

### Purpose

The purpose of this project is to encourage businesses to remain, expand, or relocate in the City of Cincinnati.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>General Capital Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>
Estimated Personnel Cost	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000

## Business Retention/New Growth

**Dept. Priority:** 11

### Description

The project will provide resources for business retention and expansion activities for Cincinnati businesses, as well as new growth opportunities for businesses that are new to Cincinnati. Funds will be mostly focused on filling Central Business District office vacancies, as well as to attract and retain corporate head-





quarters, office users, and other companies that bring significant jobs and investment. Expenditures of funds would include capital-eligible uses such as public parking and other public improvements.

**Purpose**

The purpose of this project is to fund capital-eligible projects involved the retention or expansion of existing businesses as well as the relocation and expansion of new companies to the City of Cincinnati.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
General Capital Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	100,000	0	0	0	0	0	100,000

**Viable Small Business Development**

**Dept. Priority:** 12

**Description**

This project will provide resources for encouraging small business growth within the City through innovative or proven methods of City financial assistance, such as developing business incubator space, acquisition and improvement of real property, and the creation/improvement of public infrastructure.

**Purpose**

The purpose of this project is to assist viable small businesses in overcoming hurdles to growth and expansion within the City of Cincinnati

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
General Capital Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	100,000	0	0	0	0	0	100,000

**Neighborhood Business District Improvements**

**Dept. Priority:** 13

**Description**

This project would provide funding for the design and construction of streetscape improvements, parking improvements, and other infrastructure/capital investments intended to stabilize, sustain, and revitalize the City's designated Neighborhood Business Districts. The Neighborhood Business District Improvement Program (NBDIP) has both a City Capital and a Community Development Block Grant component. Individual

# Capital Improvement Plan

## Trade and Development



projects are vetted by City staff as well as peer reviewed in a competitive grant process involving a citizen advisory group.

### Purpose

The purpose of this project is to enhance the economic viability of each Neighborhood Business District (NBD) and the communities they serve. This project would also increase employment opportunities.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Engineering	29,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other	97,000	80,000	80,000	100,000	100,000	80,000	80,000	520,000
Construction	844,000	790,000	790,000	820,000	820,000	790,000	790,000	4,800,000
<b>General Capital Total</b>	<b>970,000</b>	<b>900,000</b>	<b>900,000</b>	<b>950,000</b>	<b>950,000</b>	<b>900,000</b>	<b>900,000</b>	<b>5,500,000</b>
Estimated Personnel Cost	77,000	90,000	90,000	95,000	95,000	90,000	90,000	550,000

## Commercial & Industrial Public Improvements

**Dept. Priority: 14**

### Description

This project would provide funding for planning activities and public improvements in accordance with existing and future plans. Public improvements would include any specific infrastructure improvements, development and predevelopment activities to facilitate retention, expansion, and attraction of businesses within commercial and industrial areas of the City. EDD will continue to target locations in the City which are identified by the GO Cincinnati study as Growth Opportunity Areas.

### Purpose

The purpose of this project is to stimulate additional development and to leverage private investment within commercial and industrial areas of the City outside of the Central Business District (CBD).

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	30,000	20,000	20,000	20,000	50,000	20,000	20,000	150,000
Engineering	35,000	40,000	40,000	40,000	50,000	40,000	40,000	250,000
Construction	308,000	290,000	290,000	290,000	300,000	290,000	290,000	1,750,000
<b>General Capital Total</b>	<b>373,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>400,000</b>	<b>350,000</b>	<b>350,000</b>	<b>2,150,000</b>
Estimated Personnel Cost	30,000	35,000	35,000	35,000	40,000	35,000	35,000	215,000

## Community Development Focus District

**Dept. Priority: 15**

### Description

This project would provide funding for projects in neighborhoods that are identified in the City Consolidated Plan as Strategic Investment Areas and Neighborhood Revitalization Strategy Areas. Projects will include development and predevelopment activities, as well as gap financing and public improvements.



Funds will be further targeted to viable, market-driven and mixed-use development that can create a catalytic impact to stabilize and revitalize neighborhoods.

**Purpose**

The purpose of this project is to target viable, market-driven economic and mixed use development in neighborhoods that are designated Neighborhood Revitalization Strategy Areas or Community Development Focus Districts. The project will help stabilize those neighborhoods by making funding available for projects that would normally not be eligible for Community Development Block Grant (CDBG) funds.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	350,000	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
General Capital Total	350,000	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
Estimated Personnel Cost	28,000	25,000	25,000	30,000	30,000	25,000	25,000	160,000

**Neighborhood Business Property Holding**

**Dept. Priority: 16**

**Description**

This project would provide resources for the rehabilitation and maintenance of City-owned properties by providing for necessary upkeep. The intent of owning such property is to position strategically important parcels for commercial redevelopment through proactive land assembly, which often requires the City to temporarily own the property in order to perform pre-development activities such as demolition, site infrastructure improvements, and marketing.

**Purpose**

The purpose of this project is to keep City owned property in good condition in order to keep up the standards in the neighborhood where the property is located and to avoid property code violations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Land	15,000	22,000	25,000	25,000	25,000	22,000	22,200	141,200
General Capital Total	15,000	22,000	25,000	25,000	25,000	22,000	22,200	141,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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**Department of Transportation & Engineering**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>General Aviation Fund</b>								
39	Airport Infrastructure Improvements	140,000	140,000	140,000	140,000	140,000	140,000	840,000
40	FAA/ODOT Local Match	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
41	Facility Improvements	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
<b>General Aviation Total</b>		<b>602,600</b>	<b>629,100</b>	<b>642,300</b>	<b>656,400</b>	<b>678,000</b>	<b>699,600</b>	<b>3,908,000</b>
<b>Income Tax Transit Fund</b>								
42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Income Tax Transit Total</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>
<b>General Capital Fund</b>								
1	Information Systems Acquisition	123,000	129,000	139,500	150,000	150,000	150,000	841,500
2	SCIP Loan Repayment	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
3	Innovative Transportation Strategies	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
4	Street Rehabilitation	17,719,600	9,601,700	10,089,300	10,339,400	9,328,300	9,370,100	66,448,400
5	Street Improvements	945,900	860,000	1,023,000	1,100,000	898,900	901,000	5,728,800
6	Traffic Signal Installation & Renovation	662,600	702,900	771,900	830,000	716,900	729,100	4,413,400
7	OKI Corridor Studies	250,000	250,000	250,000	250,000	225,000	227,500	1,452,500
8	Bridge Rehabilitation Program	820,000	946,000	1,023,000	1,100,000	986,000	901,000	5,776,000
9	Computerized Traffic Signal System	164,000	172,000	600,000	455,000	680,000	682,000	2,753,000
10	Wall Stab. & Landslide Correction	616,000	688,000	930,000	1,000,000	750,000	850,000	4,834,000
11	LED Traffic and Pedestrian Signals	246,700	323,800	391,500	250,000	205,000	209,500	1,626,500
12	Gateways/Greenways Improvement	200,000	470,000	465,000	500,000	450,000	455,000	2,540,000
13	Sidewalk Repair Program	450,000	602,000	651,000	700,000	600,000	600,000	3,603,000
14	Curb Ramps - Street Rehab	0	377,900	397,100	406,900	367,100	368,700	1,917,700
15	Safety Improvements	100,000	100,000	100,000	100,000	90,000	91,000	581,000
16	Traffic Signal Controllers & Detectors	100,000	120,000	120,000	300,000	290,000	291,000	1,221,000
17	Downtown Public Paver Replacement	0	43,000	46,500	50,000	10,000	10,000	159,500
18	Bicycle Transportation Program	442,000	516,000	558,000	600,000	500,000	500,000	3,116,000
19	Spot Infrastructure Replacement	520,400	602,000	697,500	750,000	600,000	682,500	3,852,400
20	Street Light Replacement Project	82,000	86,000	93,000	100,000	87,000	91,000	539,000
21	Street Calming Program	0	0	100,000	200,000	180,000	182,000	662,000
22	Pavement Management	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
23	Ohio River Trail	308,000	344,000	372,000	400,000	0	0	1,424,000
24	Riverfront Infra. Coord. & Implmnt	0	0	0	25,000	22,500	22,700	70,200
25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
26	Columbia Parkway Enhancements	100,000	215,000	302,500	0	0	0	617,500
27	Downtown Infrast. Coord. & Implemtn	350,000	421,500	254,300	300,000	270,000	273,000	1,868,800
28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	480,000	0	0	0	816,000
29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	93,000	140,000	0	0	401,000
30	Raised Pavement Markers	0	43,000	46,500	50,000	45,000	45,500	230,000

**Capital Improvement Plan**  
**Transportation & Engineering**



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
31	Duke Street Light Replacement Project	123,000	129,000	139,500	150,000	135,000	136,500	813,000
33	ML King/I-71 Interchange	300,000	0	0	0	1,000,000	1,000,000	2,300,000
34	ROW Ordinance Implementation	30,000	86,000	93,000	100,000	35,000	35,500	379,500
35	Convention Center Expansion	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
43	Downtown Streetlight Maintenance/Repair	41,000	44,000	0	0	0	0	85,000
45	Madison/Kenwood RR Bridge	0	596,400	0	0	200,000	0	796,400
46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	0	522,000	75,500	174,600	1,867,400
47	Hillside Stairway Rehabilitation Program	64,000	172,000	183,500	250,000	125,000	227,500	1,022,000
48	Westwood and Queen City Avenue Improvements	0	0	300,000	150,000	100,000	0	550,000
49	Pole Painting Downtown	188,000	0	0	0	0	0	188,000
<b>General Capital Total</b>		<b>29,665,500</b>	<b>21,872,800</b>	<b>22,983,700</b>	<b>23,553,500</b>	<b>21,250,200</b>	<b>21,345,400</b>	<b>140,671,100</b>
<b>Department of Transportation &amp; Engineering Total</b>		<b>30,368,100</b>	<b>22,601,900</b>	<b>23,726,000</b>	<b>24,309,900</b>	<b>22,028,200</b>	<b>22,145,000</b>	<b>145,179,100</b>



## General Aviation Fund

### Airport Infrastructure Improvements

**Dept. Priority:** 39

#### Description

This project will provide resources for improvements to Lunken Airport that are not typically funded by the Federal Aviation Administration (FAA) or Ohio Department of Transportation (ODOT). Improvements will include, but are not limited to, rubber removal, striping, airfield and way-finding signage, security improvements, vehicular parking lot improvements/expansion, Airport Road improvements, flood control improvements/repairs, and various airfield pavement/drainage repairs.

#### Purpose

The purpose of this project is to make improvements (airfield and non-airfield) to the airports infrastructure to ensure an operationally efficient and esthetically pleasing public airport. This project would also allow the City to meet its commitment to the FAA to maintain a safe and secure facility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	140,000	140,000	140,000	140,000	140,000	140,000	140,000	840,000
General Aviation Total	140,000	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Estimated Personnel Cost	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000

### FAA/ODOT Local Match

**Dept. Priority:** 40

#### Description

This project will provide resources for an annual capital reserve in the General Aviation Fund to provide the matching funds for capital projects which involve Federal Aviation Administration (FAA) and Ohio Department of Transportation (ODOT) grant funding. This capital project would cover expenditures such as equipment, engineering, and construction items.

#### Purpose

The purpose of this project is to meet the local match funding requirements for FAA/ODOT approved projects and to fund expenditures associated with preparation of ODOT/FAA grant applications and funding request documents (Annual FAA Airport Capital Improvement Program).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Aviation Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Facility Improvements**

**Dept. Priority:** 41

**Description**

This project will provide resources for improvements to airport-owned facilities at Lunken Airport that will include, but are not limited to, the following: roofing, plumbing, electrical, ADA wheelchair access, building code upgrades, heating, ventilation and air conditioning (HVAC) improvements, as well as window replacements. The facilities include the Airport Administration Building, City-owned hangars, and the Air Traffic Control Tower and Maintenance Shop. This capital project would cover expenditures such as equipment, engineering and construction items.

**Purpose**

The purpose of this project is to make improvements to the airports facilities, not funded by the Federal Aviation Administration (FAA). These improvements would serve to preserve the facilities and reduce the operation expenses associated with deteriorated/inefficient facilities. The project would also ensure that the facilities are brought up to current code standards.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	236,100	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
General Aviation Total	236,100	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
Estimated Personnel Cost	15,000	15,000	20,000	20,000	20,000	20,000	20,000	115,000

**Income Tax Transit Fund**

**Transit/Rail Corridor Preservation Acq.**

**Dept. Priority:** 42

**Description**

This project will provide resources for the acquisition of real property and/or property rights and related planning, environmental, consultant services, construction, and administrative costs in connection with the preservation and reuse of existing railroad corridors. The project includes support of mass transit study related expenses, excluding expenses related to the streetcar project.

**Purpose**

The purpose of this project is to assist the City and the region in meeting regulatory compliance related to federal air quality standards, enhance the City's transportation system, and assist with the acquisition and study of rail corridors for transportation purposes, excluding streetcar project purposes.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Income Tax Transit Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0





**General Capital Fund**

**Information Systems Acquisition**

**Dept. Priority:** 1

**Description**

This project will provide resources for the design and acquisition of hardware and software needed to capture, store, integrate, analyze, manage, and report information needed for project management in the Department of Transportation and Engineering. This includes, but is not limited to, construction management, design, permitting, mapping, project management, transportation planning, airport management, traffic control and regulation, and asset management.

**Purpose**

The purpose of this project is to improve both intra- and inter-departmental communications, to provide valuable and timely information needed to effectively operate the department, and to manage transportation assets valued in excess of \$3 billion. These systems complement and extend the capabilities of enterprise systems to serve the specific needs of this department.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	150,000	123,000	129,000	139,500	150,000	150,000	150,000	841,500
General Capital Total	150,000	123,000	129,000	139,500	150,000	150,000	150,000	841,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**SCIP Loan Repayment**

**Dept. Priority:** 2

**Description**

This project will provide resources for the repayment of zero-interest loans from the Ohio Public Works Commission used to rehabilitate streets in various City neighborhoods.

**Purpose**

The purpose of this project is to improve quality of life and reduce street pavement repair costs by: 1) repairing more streets than capital funding allows; 2) repairing these streets sooner, before repairs become more extensive and costly; 3) advancing these repairs so they are performed at lower construction prices; and 4) taking advantage of the time value of money using zero interest loans.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	215,000	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
General Capital Total	215,000	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Innovative Transportation Strategies**

**Dept. Priority:** 3

**Description**

This project will provide resources for the investigation, development, implementation, and evaluation of innovative and sustainable transportation and infrastructure improvements, including green streets, com-

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plete streets, and contextually sensitive design solutions for all transportation modes in connection with changes in land use, new development and local or regional transportation initiatives. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction to take full advantage of partnering opportunities.

### Purpose

The purpose of this project is to fund planning, design, technology, engineering, construction, inspection, and monitoring of new and innovative projects, or project components, to implement and evaluate sustainable solutions related to green streets, complete streets, and contextually sensitive design. Project funding may also support pilot projects established to evaluate the effectiveness and applicability of non-traditional design solutions for contemporary transportation and infrastructure issues. This project provides funding to review private and public development plans and to participate in a variety of projects, committees, and studies that affect the City's and region's transportation network including OKI, ODOT, and Federal funding strategies for infrastructure improvements.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	500,000	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
General Capital Total	500,000	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
Estimated Personnel Cost	100,000	100,000	100,000	100,000	100,000	85,000	90,000	575,000

### Street Rehabilitation

**Dept. Priority:** 4

### Description

This project will provide resources for the systematic repair and resurfacing of streets throughout the City under the Street Rehabilitation Program. This project supports repairs to curbs, pavements, and resurfacing the roadway. Project funds are also used to match funding from other sources including the Ohio Public Works Commission and the Ohio Department of Transportation. These leveraged funds are used to rehabilitate additional streets. This project supports the labor, materials, and technologies needed to plan, design, build, and inspect this construction.

### Purpose

The purpose of this project is to improve safety for motorists and quality of life in neighborhoods by preserving and upgrading street pavement and curbs on over 940 miles of streets. These streets have an area of approximately 2,840 lane-miles (a lane mile is an area equivalent to a one-mile long by ten-foot wide lane) with a replacement value of \$2.6 billion. Based on the funding level for 2013 and 2014, 100 and 62 lane miles will be completed, respectively. Additional outside funding is sought to help meet and exceed this standard (100lm).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Land	50,000	0	0	0	0	0	0	0
Engineering	300,000	922,900	480,000	500,000	520,000	490,000	500,000	3,412,900
Construction	9,813,300	16,796,700	9,121,700	9,589,300	9,819,400	8,838,300	8,870,100	63,035,500
General Capital Total	10,163,300	17,719,600	9,601,700	10,089,300	10,339,400	9,328,300	9,370,100	66,448,400
Estimated Personnel Cost	1,000,000	2,614,800	1,400,000	1,500,000	1,550,000	1,470,000	1,490,000	10,024,800



**Street Improvements**

**Dept. Priority: 5**

**Description**

This project will provide resources for the improvements to the through street system to improve safety and/or capacity and to support new housing and/or economic development. Program funds help leverage outside funding for specific projects from sources such as the Ohio Public Works Commission's State Capital Improvement Program (SCIP)/Local Transportation Improvement Program (LTIP), as well as Ohio Department of Transportation (ODOT) and Federal Highway Administration (FHWA) funds. Program funds support labor, materials, tools, and technologies needed to plan, design, build, and inspect these improvements. In the 2013/2014 biennium, street improvements will include, but are not limited to, Harrison Avenue, W. MLK Drive, and Kellogg Avenue.

**Purpose**

The purpose of this project is to improve safety and capacity on roadways with documented safety or congestion on existing through streets. Upgrades or improvements are also performed in conjunction with new housing and economic development. These funds are successfully used to advance design as needed to leverage outside funds.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Land	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Engineering	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Construction	825,000	770,900	685,000	848,000	925,000	723,900	726,000	4,678,800
General Capital Total	1,000,000	945,900	860,000	1,023,000	1,100,000	898,900	901,000	5,728,800
Estimated Personnel Cost	400,000	150,000	150,000	225,000	225,000	225,000	225,000	1,200,000

**Traffic Signal Installation & Renovation**

**Dept. Priority: 6**

**Description**

This project will provide resources to install traffic signals, audible pedestrian signals, crosswalk signs, and other traffic control devices and remove equipment no longer needed. The project will carry out needed rehabilitation of existing traffic signals, illuminated signs, school flashers, audible pedestrian signals, and other electric and/or electronic traffic controls including roadway lighting and incidental curb or island modifications. This project funds labor, materials, and technologies needed to plan, design, build, and inspect this construction.

**Purpose**

The purpose of this project is to replace obsolete or worn out traffic signal and/or roadway lighting equipment before it deteriorates to the point that it can no longer be maintained. The average traffic signal has a

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life of 25 years, and the City currently has 745 traffic signals valued at \$45 million. It is therefore necessary to reconstruct about 30 traffic signals each year to keep them replaced within their useful life cycle.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	130,000	105,000	110,000	120,000	100,000	120,000	120,000	675,000
Construction	700,000	557,600	592,900	651,900	730,000	596,900	609,100	3,738,400
<b>General Capital Total</b>	<b>830,000</b>	<b>662,600</b>	<b>702,900</b>	<b>771,900</b>	<b>830,000</b>	<b>716,900</b>	<b>729,100</b>	<b>4,413,400</b>
<b>Estimated Personnel Cost</b>	<b>130,000</b>	<b>105,000</b>	<b>110,000</b>	<b>120,000</b>	<b>130,000</b>	<b>120,000</b>	<b>120,000</b>	<b>705,000</b>

### OKI Corridor Studies

**Dept. Priority: 7**

#### Description

This project will provide resources for the City's portion of local matching funds to the Ohio-Kentucky-Indiana Regional Council of Governments (OKI), Transportation Improvement District (TID) or the Ohio Department of Transportation (ODOT). It will also provide City staff support or construction activities for a variety of Corridor studies underway or planned in the region. This includes the Preliminary Engineering/Environmental Impact Statement (PE/DEIS) for the Eastern Corridor project, any proposed study or design as a follow-up to the Central Area Loop Study (connecting the downtowns of Cincinnati, Covington and Newport), and the Uptown Transportation Study. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

#### Purpose

The purpose of this project is to provide matching funds to support various transportation studies and construction projects designed to improve transportation in the City and the region, typically as part of ongoing OKI type corridor studies.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	200,000	250,000	250,000	250,000	250,000	225,000	227,500	1,452,500
<b>General Capital Total</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>225,000</b>	<b>227,500</b>	<b>1,452,500</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Bridge Rehabilitation Program

**Dept. Priority: 8**

#### Description

This project will provide resources for labor, materials, tools, technologies, and training needed to inspect, prioritize, plan, design, repair, rehabilitate, remove, and/or replace bridges within the City of Cincinnati.

#### Purpose

The purpose of this project is to meet federal and state laws and to keep bridges safe for and open to vehicular, pedestrian, and bicycle traffic, allowing safe passage across rivers, creeks, railroads, roadways, and other



barriers. The City, DOTE maintains a combined deck area of over 1.4 million square feet having an estimated replacement value of \$300 million.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	25,000	0	0	0	0	0	0	0
Land	25,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Engineering	150,000	250,000	250,000	200,000	250,000	250,000	250,000	1,450,000
Construction	1,200,000	520,000	646,000	773,000	800,000	686,000	601,000	4,026,000
<b>General Capital Total</b>	<b>1,400,000</b>	<b>820,000</b>	<b>946,000</b>	<b>1,023,000</b>	<b>1,100,000</b>	<b>986,000</b>	<b>901,000</b>	<b>5,776,000</b>
<b>Estimated Personnel Cost</b>	<b>250,000</b>	<b>200,000</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,400,000</b>

**Computerized Traffic Signal System**

**Dept. Priority: 9**

**Description**

This project will provide resources to complete the remaining portions and upgrade existing portions of the computerized traffic signal system as recommended by the Infrastructure Commission. The project will provide responsive control of traffic signals throughout the City. This project will also provide and upgrade computer equipment and software for those tasks directly related to the project including the replacement of the system specific hardware and software.

**Purpose**

The purpose of this project is to enable the City's traffic signal system to be more functionally responsive to changeable traffic demands by funding the purchase of electronic solid state equipment. This project would also fund the purchase of traffic signal pre-emption equipment for controllers and fire vehicles. Approximately 50 controllers would be placed in service each year.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	200,000	164,000	172,000	600,000	455,000	680,000	682,000	2,753,000
<b>General Capital Total</b>	<b>200,000</b>	<b>164,000</b>	<b>172,000</b>	<b>600,000</b>	<b>455,000</b>	<b>680,000</b>	<b>682,000</b>	<b>2,753,000</b>
<b>Estimated Personnel Cost</b>	<b>25,000</b>	<b>15,000</b>	<b>15,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>150,000</b>

**Wall Stab. & Landslide Correction**

**Dept. Priority: 10**

**Description**

This project will provide resources for the inspection, repair, rehabilitation, and replacement of retaining walls and appurtenances thereto and provides funding to stabilize landslides affecting the right-of-way at various citywide locations. This project funds labor, materials, tools, technology, and training needed to plan, design, acquire right-of-way, build, inspect, and maintain retaining walls and other hillside stabilization systems. The installation and reading of various monitoring devices installed on marginally stable slopes throughout the City is also included.

**Purpose**

The purpose of this project is to preserve and improve the safety and stability of the City's public transportation system. Landslides and retaining walls are commonplace in the City of Cincinnati because of geology,

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topography, and former development practices. Timely replacement of deteriorated retaining walls and appurtenances thereto, and the stabilization and or removal of landslides is essential to protect the transportation and utility infrastructure and prevent hazardous conditions within the right-of-way. The City, DOTE maintains 50.6 miles of retaining walls having an estimated replacement value of \$400 million.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Land	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Engineering	180,000	180,000	180,000	180,000	180,000	180,000	110,000	1,010,000
Construction	815,000	416,000	488,000	730,000	800,000	550,000	720,000	3,704,000
<b>General Capital Total</b>	<b>1,015,000</b>	<b>616,000</b>	<b>688,000</b>	<b>930,000</b>	<b>1,000,000</b>	<b>750,000</b>	<b>850,000</b>	<b>4,834,000</b>
Estimated Personnel Cost	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000

### LED Traffic and Pedestrian Signals

**Dept. Priority:** 11

#### Description

This project provides resources to replace incandescent type traffic signals and pedestrian signals with energy efficient and longer life Light-Emitting Diode (LED) types. The project includes replacing entire pedestrian and traffic signal heads where older units exist and retrofitting the optical unit only in newer units.

#### Purpose

The purpose of the project is to generate operating fund savings through decreased energy costs, wash/relamp costs, and should also result in a reduction in traffic signal outages. Typical incandescent lamps must be replaced once each year. LED's have a useful life of seven to 10 years depending on the type and also use 80% to 90% less energy than incandescent lamps. The price of the LED units has decreased significantly over the last three or four years and is now comparable to the price of regular traffic and pedestrian signal heads. This project would also accelerate the replacement of the word messages in pedestrian signals with the Hand and Man symbols that are now required.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Engineering	20,000	10,000	12,900	15,600	10,000	8,000	8,000	64,500
Construction	100,000	111,700	145,900	176,200	112,500	92,000	96,500	734,800
Equipment	217,500	125,000	165,000	199,700	127,500	105,000	105,000	827,200
<b>General Capital Total</b>	<b>337,500</b>	<b>246,700</b>	<b>323,800</b>	<b>391,500</b>	<b>250,000</b>	<b>205,000</b>	<b>209,500</b>	<b>1,626,500</b>
Estimated Personnel Cost	30,000	15,000	25,000	30,000	15,000	10,000	10,000	105,000

### Gateways/Greenways Improvement

**Dept. Priority:** 12

#### Description

This project will provide resources for the gateway and greenway improvements in the Central Business District (CBD) to enhance the entry points and overall image of the CBD. The project will contribute to the positive image of the City by providing valuable greenspace improvements along pedestrian, bicycle and vehicular corridors and entry points to the City, neighborhoods and the Central Business District. Project funding will be used to leverage outside grant funding by providing local-match funds, and will leverage



private participation with maintenance and operating agreements with community organizations and adjacent businesses and property owners.

**Purpose**

The purpose of this project is to provide funding for the planning, design, engineering, construction, and inspection of new gateways and existing corridors that include safety improvements (bumpouts and median islands) as well as street trees and landscaping. Projects may include enhancements to Gilbert Avenue and Reading Road around the Casino site; Liberty Street; Ezzard Charles Drive; Clifton Avenue, MLK Drive and Jefferson Avenue around the University of Cincinnati; and gateway enhancements to the CBD and the City's many neighborhoods.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	100,000	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Construction	300,000	150,000	370,000	365,000	400,000	350,000	355,000	1,990,000
<b>General Capital Total</b>	<b>400,000</b>	<b>200,000</b>	<b>470,000</b>	<b>465,000</b>	<b>500,000</b>	<b>450,000</b>	<b>455,000</b>	<b>2,540,000</b>
<b>Estimated Personnel Cost</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>

**Sidewalk Repair Program**

**Dept. Priority: 13**

**Description**

This project will provide resources for the repair, reconstruction, construction, and removal of walks, drive-ways, curb ramps, bus service walks, street and sidewalk pavers, structural slabs, and curbs that are the responsibility of the City of Cincinnati. This project supports the labor, materials, training, and technologies needed to plan, design, build, and inspect the proposed improvements.

**Purpose**

The purpose of this project is to improve the quality of pedestrian and vehicular access within the City of Cincinnati. The project will provide resources to improve Americans with Disabilities Act (ADA) access through construction of curb ramps and reconstruction of defective sidewalks that are the City's responsibility.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	175,000	150,000	175,000	175,000	175,000	175,000	175,000	1,025,000
Construction	500,000	300,000	427,000	476,000	525,000	425,000	425,000	2,578,000
<b>General Capital Total</b>	<b>675,000</b>	<b>450,000</b>	<b>602,000</b>	<b>651,000</b>	<b>700,000</b>	<b>600,000</b>	<b>600,000</b>	<b>3,603,000</b>
<b>Estimated Personnel Cost</b>	<b>175,000</b>	<b>125,000</b>	<b>150,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>975,000</b>

**Curb Ramps - Street Rehab**

**Dept. Priority: 14**

**Description**

This project will provide resources for the construction, repair, and replacement of curb ramps throughout the City in concert with streets that are being repaired under the Street Rehabilitation Program. These curb ramps, constructed at intersections, improve pedestrian access along City streets for citizens with disabili-

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ties. This project supports labor, materials, and technologies needed to plan, design, build, and inspect this construction.

### Purpose

The purpose of this project is to meet federal and state laws by improving accessibility for people with disabilities. The Americans with Disabilities Act requires the City to upgrade existing ramps and to install ramps at additional locations. This project allows the City to comply with the requirements of Section 4.29 of 28 Code of Federal Regulations Part 36A- Americans with Disabilities Act Accessibility Guidelines (ADAAG), which became effective July 26, 2001.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	60,000	0	50,000	50,000	55,000	50,000	50,000	255,000
Construction	364,100	0	327,900	347,100	351,900	317,100	318,700	1,662,700
<b>General Capital Total</b>	<b>424,100</b>	<b>0</b>	<b>377,900</b>	<b>397,100</b>	<b>406,900</b>	<b>367,100</b>	<b>368,700</b>	<b>1,917,700</b>
Estimated Personnel Cost	60,000	0	50,000	50,000	55,000	50,000	50,000	255,000

### Safety Improvements

**Dept. Priority: 15**

#### Description

This project will provide resources for the upgrade of existing streets that require minor improvements based upon safety and operational recommendations. Included in this project is all work necessary to plan, design, construct, and inspect the proposed improvements, such as islands, bump outs, and other channelization methods. This project also includes aesthetic and other required elements to improve the neighborhood transportation network. Funds may also be used to leverage additional public and/or private funding for infrastructure projects and construction.

### Purpose

The purpose of this project is to make minor safety improvements to streets that do not generally qualify for outside funding. This project coordinates efforts with other projects (like the Street Rehabilitation Program) or stands alone to construct safety improvements to maximize funding allocations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	100,000	100,000	100,000	100,000	100,000	90,000	91,000	581,000
<b>General Capital Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>90,000</b>	<b>91,000</b>	<b>581,000</b>
Estimated Personnel Cost	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000

### Traffic Signal Controllers & Detectors

**Dept. Priority: 16**

#### Description

This project will provide resources for the replacement of obsolete and outdated traffic signal controllers and detectors that have exceeded their physical and technological lives. Most traffic signal controllers become technologically obsolete within ten years, and conditionally obsolete within 15 years. Replacing the signal controllers and detectors would reduce maintenance costs and improve reliability. The traffic signal controller is the primary element of a traffic signal, and modern technology has brought about massive





improvements in controller flexibility. The traffic signal controllers are replaced on a City-wide basis, and the current controller modules in use are compatible with the Computerized Traffic Signal System. This project funds labor, materials, and technologies needed to plan, design, build, and inspect these replacements.

**Purpose**

The purpose of this project is to provide for the timely replacement and installation of traffic controllers and vehicle detectors that would allow for the proper and optimum operation of traffic control devices.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	0	20,000	20,000	30,000	30,000	30,000	130,000
Engineering	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Equipment	55,000	80,000	80,000	80,000	250,000	240,000	241,000	971,000
<b>General Capital Total</b>	<b>75,000</b>	<b>100,000</b>	<b>120,000</b>	<b>120,000</b>	<b>300,000</b>	<b>290,000</b>	<b>291,000</b>	<b>1,221,000</b>
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Estimated Personnel Cost	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000

**Downtown Public Paver Replacement**

**Dept. Priority:** 17

**Description**

This project will provide resources for the repair, reconstruction, construction, and removal of paver walks, driveways, crosswalks, and curb ramps in the downtown area that are the responsibility of the City of Cincinnati. This project funds labor, materials, expert services, and technologies needed to plan, design, build, and inspect the proposed improvements.

**Purpose**

The purpose of this project is to preserve and improve the quality of pedestrian access within the City of Cincinnati. It improves Americans with Disabilities Act (ADA) access through reconstruction of paver curb ramps and defective paver walks that are the City's responsibility.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	50,000	0	43,000	46,500	50,000	10,000	10,000	159,500
<b>General Capital Total</b>	<b>50,000</b>	<b>0</b>	<b>43,000</b>	<b>46,500</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>	<b>159,500</b>
<hr/>								
Estimated Personnel Cost	5,000	0	5,000	5,000	5,000	5,000	5,000	25,000

**Bicycle Transportation Program**

**Dept. Priority:** 18

**Description**

This project will provide resources for activities that enhance and improve bicycle/pedestrian transportation, safety, and access citywide as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, restriping existing streets with bikeways, parking, signing, railroad crossings,

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traffic improvements, safety projects and multi-use trails. This project helps support labor, materials, and technologies needed to plan, design, acquire right-of-way, build, and inspect the proposed improvements.

### Purpose

The purpose of this program is to develop and advance bicycle/pedestrian projects, from small projects in response to community requests, to large trail projects, and other projects which improve bicycle safety or advocate increased bike/pedestrian usage. This program would also allow coordination with surrounding political jurisdictions to enhance bicycle/pedestrian usage in the region. Program funds may also be used to leverage outside funding from state, federal, and other sources. These funds are used to implement the Cincinnati Bicycle Transportation Plan, adopted on June 23, 2010.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Engineering	150,000	123,000	126,000	138,000	150,000	150,000	150,000	837,000
Construction	426,100	319,000	390,000	420,000	450,000	350,000	350,000	2,279,000
<b>General Capital Total</b>	<b>576,100</b>	<b>442,000</b>	<b>516,000</b>	<b>558,000</b>	<b>600,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,116,000</b>
Estimated Personnel Cost	150,000	123,000	126,000	138,000	150,000	150,000	150,000	837,000

### Spot Infrastructure Replacement

Dept. Priority: 19

#### Description

This project will provide resources for the replacement of deteriorated infrastructure not covered under other capital projects, including curb replacements and major pavement repairs on streets not requiring rehabilitation, and median reconstruction. This project also provides resources for pavement treatments, including pavement rejuvenation, crack sealing, and microsurfacing, needed to supplement and extend the Street Rehabilitation Program. This project supports the labor, materials, and technologies needed to plan, design, acquire right-of-way, build, and inspect the proposed improvements.

### Purpose

The purpose of this project is to address citizen concerns about isolated infrastructure deficiencies (namely curb, median, and pavement) that do not fit into other capital programs and to extend the useful life of pavements through use of rejuvenators, slurry seals, and other pavement treatments. This project improves responsiveness to citizen requests for repair and preserves pavement assets.

Phases	Prior Year	FY 2013/						FY 2013-2019 Total
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Engineering	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Construction	730,000	510,400	592,000	687,500	740,000	590,000	672,500	3,792,400
<b>General Capital Total</b>	<b>740,000</b>	<b>520,400</b>	<b>602,000</b>	<b>697,500</b>	<b>750,000</b>	<b>600,000</b>	<b>682,500</b>	<b>3,852,400</b>
Estimated Personnel Cost	40,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000



**Street Light Replacement Project**

**Dept. Priority:** 20

**Description**

This project will provide resources for the planning, design, and construction of major repairs or replacements to existing City-owned and operated street lighting circuits that are nearing the end of their life cycle. These street lighting circuits are not part of the street lighting assessment network.

**Purpose**

The purpose of the Street Light Replacement Project is to upgrade existing City owned and operated street lighting circuits that are nearing the end of their life cycle.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	75,000	82,000	86,000	93,000	100,000	87,000	91,000	539,000
General Capital Total	75,000	82,000	86,000	93,000	100,000	87,000	91,000	539,000
Estimated Personnel Cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000

**Street Calming Program**

**Dept. Priority:** 21

**Description**

This project would provide funding for upgrades to existing streets to reduce vehicular speed and can include minor improvements based upon safety and operational recommendations. Included is all work necessary to plan, design, construct and inspect the proposed improvements on neighborhood streets, such as speed humps, islands, bump outs, and other calming methods. This project also includes aesthetic and other required elements involved with the calming of traffic on the neighborhood transportation network.

**Purpose**

The purpose of this project is to provide funding for the neighborhood street calming program. These funds would be used to improve neighborhoods' livability by mitigating the impact of vehicular traffic on residential neighborhoods. The project supports safe and pleasant conditions for residents, bicyclists, and motorists on neighborhood streets.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	200,000	0	0	100,000	200,000	180,000	182,000	662,000
General Capital Total	200,000	0	0	100,000	200,000	180,000	182,000	662,000
Estimated Personnel Cost	25,000	0	0	12,500	25,000	20,000	20,000	77,500

**Pavement Management**

**Dept. Priority:** 22

**Description**

This project will provide resources for a pavement management system and includes a thorough inspection and evaluation of all through streets each year. Residential streets will be inspected every three years. These inspections are used to measure the condition of City streets, to better measure the effectiveness of rehabili-

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tation and maintenance programs, and to guide selection of streets for the Street Rehabilitation Program. This project supports the labor, materials, and technology needed for this project.

### Purpose

The purpose of this project is to identify the condition of Cincinnati's streets and guide decisions on the appropriate time for and type of treatment, including reconstruction, rehabilitation, resurfacing, slurry seal, crack seal, and rejuvenation. Additionally, there is a federal standard (GASB 34) that requires that the entire street system be inspected on a three-year cycle to evaluate the conditions of public transportation assets.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	170,000	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
General Capital Total	170,000	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
Estimated Personnel Cost	10,000	20,000	10,000	10,000	10,000	10,000	10,000	70,000

### Ohio River Trail

**Dept. Priority:** 23

### Description

This project will provide resources for the development of the Ohio River Trail. This project helps fund labor, material, and technologies needed to plan, design, acquire right-of-way, build and inspect the proposed improvements.

### Purpose

The purpose of this project is to systematically construct the Ohio River Trail.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	400,000	308,000	344,000	372,000	400,000	0	0	1,424,000
General Capital Total	400,000	308,000	344,000	372,000	400,000	0	0	1,424,000
Estimated Personnel Cost	40,000	20,000	20,000	22,000	25,000	0	0	87,000

### Riverfront Infra. Coord. & Implmnt

**Dept. Priority:** 24

### Description

This project will provide resources for the staff expenditures necessary to coordinate and implement the Central Riverfront Master Plan and to improve mobility between the Riverfront parks, Northern Kentucky, the Banks, the CBD and the region. Funding permits staff involvement in the proposed Banks and Parks projects as well as County revisions to the Master Plan and coordination of planning, design, construction, and project phasing activities with other City and County activities. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

### Purpose

The purpose of this project is to provide funding for staff expenditures necessary to coordinate and implement the Central Riverfront Master Plan and additional development and infrastructure improvement proj-



ects along the Riverfront. Project funding is utilized to coordinate, plan, design, construct and inspect various components of Riverfront infrastructure, transportation, and development projects.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	25,000	0	0	0	25,000	22,500	22,700	70,200
General Capital Total	25,000	0	0	0	25,000	22,500	22,700	70,200
Estimated Personnel Cost	20,000	0	0	0	20,000	17,500	17,700	55,200

**Over-the-Rhine Streetscape Imprvmnts**

**Dept. Priority: 25**

**Description**

This project will provide resources to improve curbs, alleys and sidewalks, remediate existing sidewalk encroachments, and upgrade lighting and street furniture in strategic locations in Over-the-Rhine to improve pedestrian accessibility, safety, and the physical appearance of the neighborhood. By partnering with developers and property owners to relocate utilities and remove basement encroachments under sidewalks, the project supports current and future redevelopment efforts. The project promotes green streets, complete streets and sustainability by re-using and recycling historic materials. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

**Purpose**

The purpose of this project is to address roadway safety and mobility improvements, improve curbs, alleys and sidewalks, remediate existing sidewalk encroachments, and upgrade street lighting and street furniture to promote livable, walkable communities and to support ongoing redevelopment. The project will improve pedestrian accessibility and safety, and the physical appearance of the neighborhood. Project funds will support planned public and private improvements to the areas surrounding Washington Park, Music Hall, the Art Academy, the Casino, Rothenberg School, Findlay Market, the Brewery District and other development and housing initiatives, including the Mercer Commons development in 2013.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	700,000	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
General Capital Total	700,000	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
Estimated Personnel Cost	125,000	100,000	100,000	75,000	75,000	70,000	70,000	490,000

**Columbia Parkway Enhancements**

**Dept. Priority: 26**

**Description**

This project will provide resources for the construction of lighting, bridge rail improvements, landscaping, and slope stabilization along the 6.1 mile stretch of Columbia Parkway from the Central Business District (CBD) to the eastern Corporation Limit. (Roadway pavement conditions would be evaluated as part of existing infrastructure programs, with necessary improvements undertaken by those programs.) Future

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funding will be utilized to continue lighting improvements for the areas between Torrence Parkway and Delta Avenue and ultimately to the eastern corporation limit.

### Purpose

The purpose of this project is to make sure improvements are part of the Columbia Parkway Master Plan which identified needs and necessary improvements to the Historic Parkway to restore its prominence in Cincinnati's Parkway/Greenway system. The project has implemented safe, attractive, and historically appropriate bridge rails and vandal screens, orientation/directional signage, landscaping, and lighting to create a safe, attractive environment for daily commuters and the surrounding neighborhoods. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	0	50,000	165,000	202,500	0	0	0	417,500
Engineering	50,000	50,000	50,000	100,000	0	0	0	200,000
<b>General Capital Total</b>	<b>50,000</b>	<b>100,000</b>	<b>215,000</b>	<b>302,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>617,500</b>
<b>Estimated Personnel Cost</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>

### Downtown Infrast. Coord. & Implemtn

Dept. Priority: 27

### Description

This project will provide resources to support downtown and riverfront development by planning and implementing CBD streetscape and infrastructure improvements in coordination with new CBD, OTR, and Riverfront redevelopment activities to improve mobility, safety, and convenience for downtown workers, visitors, and residents. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

### Purpose

The purpose of this project is to support the planning, design, engineering, and inspection work related to various downtown development projects that require Department of Transportation and Engineering support, including the development of downtown infrastructure standards to guide future development and improvement. Projects include additional work around the Fountain Square area, the Riverfront and the Banks, the Casino area and other important locations throughout the Central Business District (CBD), Over-the-Rhine (OTR), Pendleton and the Riverfront. Implementation can include pedestrian, bicycle and other transportation improvements including skywalks, wayfinding signs and coordination with local and regional rail initiatives.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Engineering	150,000	150,000	150,000	100,000	100,000	100,000	100,000	700,000
Construction	250,000	200,000	271,500	154,300	200,000	170,000	173,000	1,168,800
<b>General Capital Total</b>	<b>400,000</b>	<b>350,000</b>	<b>421,500</b>	<b>254,300</b>	<b>300,000</b>	<b>270,000</b>	<b>273,000</b>	<b>1,868,800</b>
<b>Estimated Personnel Cost</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>700,000</b>



**Uptown Access Imprmts West MLK Dr.**

**Dept. Priority:** 28

**Description**

This project will provide resources for improvements to W. Martin Luther King Jr. Drive between McMicken Avenue and Clifton Avenue by improving the S-curve from McMicken Avenue to Dixmyth Avenue, which has a high accident rate. This project will incorporate safe access for pedestrians and bicyclists. The project also includes improvements to the Clifton Avenue and W. Martin Luther King Jr. Drive intersection to improve pedestrian and vehicular safety and congestion and a bike path along W. Martin Luther King Jr. Drive.

**Purpose**

The purpose of this project is to improve the safety and capacity of W. Martin Luther King Jr. Dr. The project will reduce the high accident rate and reduce congestion at the Clifton Avenue intersection.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	400,000	164,000	172,000	480,000	0	0	0	816,000
General Capital Total	400,000	164,000	172,000	480,000	0	0	0	816,000
Estimated Personnel Cost	50,000	30,000	30,000	75,000	0	0	0	135,000

**Colerain Corr. Imp. I-74 to Spring Grv**

**Dept. Priority:** 29

**Description**

This project will provide resources to improve intersections on Colerain Avenue from the I-74 Ramp to Spring Grove Avenue, and on Blue Rock Street from Colerain to Spring Grove.

**Purpose**

The purpose of this project is to improve safety of this portion of the Colerain Corridor.

Phases	Prior Year	FY 2013/						FY 2013-2019
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Construction	100,000	82,000	86,000	93,000	140,000	0	0	401,000
General Capital Total	100,000	82,000	86,000	93,000	140,000	0	0	401,000
Estimated Personnel Cost	10,000	8,000	9,000	9,000	10,000	0	0	36,000

**Raised Pavement Markers**

**Dept. Priority:** 30

**Description**

This project would provide resources for reflective raised pavement markers and reflective raised separators or hazard markers that would be installed in curves and other roadway areas where the visibility of normal painted markings is not sufficient. The reflective markers increase the target value of pavement markings. The markers are used as part of an overall accident prevention program, and these markers are most helpful

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in curved roadway locations. The markers are installed on curves with high accident rates, and on streets that are not on the street rehabilitation six-year plan.

#### Purpose

The purpose of this project is to provide raised pavement markers and raised separators or hazard markers greatly enhance positive guidance through curves, and have been instrumental in reducing accidents in roadway curves. The markers are also helpful in guiding motorists through lane transitions and have much greater intensity during rain than normal painted pavement markings.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	50,000	0	43,000	46,500	50,000	45,000	45,500	230,000
General Capital Total	50,000	0	43,000	46,500	50,000	45,000	45,500	230,000
Estimated Personnel Cost	5,000	0	5,000	5,000	5,000	5,000	5,000	25,000

### Duke Street Light Replacement Project

**Dept. Priority:** 31

#### Description

This project will provide resources for annual replacement of approximately 20,000 street light fixtures at the end of their useful life on Duke Energy wood poles.

#### Purpose

The purpose of this project is to ensure that Duke Energy maintained street lights, installed at the request of the City, are replaced within their 30 year useful life. The project will reduce street light malfunctions and preserve the City standard street lighting investment, as well as provide the most up-to-date technology for energy efficient street lighting.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	123,000	129,000	139,500	150,000	135,000	136,500	813,000
General Capital Total	0	123,000	129,000	139,500	150,000	135,000	136,500	813,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

### ML King/I-71 Interchange

**Dept. Priority:** 33

#### Description

This project will provide resources for planning, preliminary engineering, and other related costs associated with the development of an interchange at Interstate 71 and Martin Luther King, Jr. Drive.

#### Purpose

The purpose of this project is to provide funding for a study project to determine the cost and feasibility of providing an important link between the Uptown area, the second highest employment area in Greater Cin-





cinnati, and Interstate 71. Currently, residential streets are used to access interchanges north and south of M.L. King, Jr. Drive. Federal funds will be needed for construction.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	300,000	0	0	0	1,000,000	1,000,000	2,300,000
General Capital Total	0	300,000	0	0	0	1,000,000	1,000,000	2,300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**ROW Ordinance Implementation**

**Dept. Priority: 34**

**Description**

This project will provide resources for the removal and replacement of benches, newsracks, bus stop shelters, and other items as per revised CMC 723. This project funds labor, materials, training, and technologies needed to enforce, plan, design, build, implement, and inspect the appropriate items of CMC 723.

**Purpose**

The purpose of this project is to improve the quality of life by creating an active, accessible, and aesthetically pleasing urban environment that will benefit the Citizens of Cincinnati by regulating the uses of and placement of structures within and upon the public rights-of-way as per revised CMC 723. This will be used towards resolution of Community Priority Request 2013-14 #8A.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	30,000	86,000	93,000	100,000	35,000	35,500	379,500
General Capital Total	0	30,000	86,000	93,000	100,000	35,000	35,500	379,500
Estimated Personnel Cost	0	10,000	25,000	25,000	25,000	10,000	10,000	105,000

**Convention Center Expansion**

**Dept. Priority: 35**

**Description**

This project will provide resources for the City's General Capital Budget contribution to the Convention Center Expansion project.

**Purpose**

The purpose of this project is to maintain a separate distinct project for the payments made for the City's contribution from the General Capital Budget for the expansion of the Convention Center. The City's contribution from the General Capital Budget began with the 2003 allocation.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
General Capital Total	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Downtown Streetlight Maintenance/Repair**

**Dept. Priority:** 43

**Description**

This project will provide resources for replacement of antiquated streetlight circuits and service points in Downtown Cincinnati. A number of aging street lighting circuits exist in Downtown Cincinnati, many of which were installed 60-70 years ago. In many cases, these circuits are installed immediately beneath the sidewalk and are destroyed every time a sidewalk section is removed for utilities or improvements. These circuits are also tied into Duke service points, which causes repair to be difficult, complex, and costly.

**Purpose**

This project provides funding for replacement of antiquated Downtown street lighting circuits and service points. The project will modernize aging conduit, cabling, and electrical supply points such that future maintenance and repairs are reduced, and when ultimately necessary, they will be simplified and affordable. These modifications will also reduce, and in some cases eliminate, City repair crew reliance on Duke technicians for future assistance.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Equipment	0	41,000	44,000	0	0	0	0	85,000
General Capital Total	0	41,000	44,000	0	0	0	0	85,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

**Madison/Kenwood RR Bridge**

**Dept. Priority:** 45

**Description**

This project will provide resources to raise and/or replace the railroad bridge and make roadway improvements on Madison Road near the Kenwood Road intersection, and/or lower the roadway and make other roadway improvements in order to improve the substandard vertical clearance under the bridge.

**Purpose**

The purpose of this project is to address the safety issues in relation to the substandard vertical clearance between the pavement (Madison Road) and the railroad structure.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	0	446,400	0	0	100,000	0	546,400
Engineering	0	0	150,000	0	0	100,000	0	250,000
General Capital Total	0	0	596,400	0	0	200,000	0	796,400
Estimated Personnel Cost	0	0	150,000	0	0	50,000	0	200,000



**ORT Kellogg Ave - Salem to Sutton**

**Dept. Priority:** 46

**Description**

This project will provide resources to build the Ohio River Trail (ORT) from Salem to the Anderson Township trail at Sutton. This project also includes retaining walls and new sidewalks.

**Purpose**

The purpose of this project is to connect the ORT to the Anderson Township trail.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	398,900	496,400	0	422,000	70,000	100,000	1,487,300
Engineering	0	100,000	100,000	0	100,000	5,500	74,600	380,100
<b>General Capital Total</b>	<b>0</b>	<b>498,900</b>	<b>596,400</b>	<b>0</b>	<b>522,000</b>	<b>75,500</b>	<b>174,600</b>	<b>1,867,400</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>75,000</b>	<b>5,000</b>	<b>70,000</b>	<b>300,000</b>

**Hillside Stairway Rehabilitation Program**

**Dept. Priority:** 47

**Description**

This project will provide resources for inspection, repair, rehabilitation, replacement, and removal of the City's hillside stairways. This project supports the labor, materials, and technology and training needed to plan, design, acquire right-of-way, build, and inspect these assets.

**Purpose**

The purpose of this project is to preserve and enhance pedestrian access to homes, businesses, churches, schools, playgrounds, bus stops, and other facilities. The City maintains 398 sets of hillside stairways having an estimated replacement value of \$12 million.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Construction	0	54,000	150,000	173,500	200,000	100,000	200,000	877,500
Engineering	0	10,000	22,000	10,000	50,000	25,000	27,500	144,500
<b>General Capital Total</b>	<b>0</b>	<b>64,000</b>	<b>172,000</b>	<b>183,500</b>	<b>250,000</b>	<b>125,000</b>	<b>227,500</b>	<b>1,022,000</b>
<b>Estimated Personnel Cost</b>	<b>0</b>	<b>10,000</b>	<b>22,000</b>	<b>10,000</b>	<b>50,000</b>	<b>25,000</b>	<b>27,500</b>	<b>144,500</b>

**Westwood and Queen City Avenue Improvements**

**Dept. Priority:** 48

**Description**

This project will provide resources for the conversion of Westwood Avenue and Queen City Avenue from a one way pair into two way streets from the Western Hills Viaduct to the Queen City Avenue and Westwood

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Avenue merge west of White Street. This project includes widening and adding pedestrian and bicycle facilities.

#### Purpose

The purpose of this project is to improve the roadway network in South Fairmount in conjunction with the MSD Lick Run Storm Sewer Separation project.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Engineering	0	0	0	300,000	150,000	100,000	0	550,000
General Capital Total	0	0	0	300,000	150,000	100,000	0	550,000
Estimated Personnel Cost	0	0	0	100,000	50,000	100,000	0	250,000

### Pole Painting Downtown

**Dept. Priority:** 49

#### Description

This project will provide resources to continue the program of repainting poles black in the downtown area. This program was started for the World Choir Games and includes, but is not limited to parking meter poles, traffic signal poles, sign poles, and light poles.

#### Purpose

The purpose of this project is to continue the program of repainting poles black in the downtown area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	188,000	0	0	0	0	0	188,000
General Capital Total	0	188,000	0	0	0	0	0	188,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



**Department of Water Works**

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
<b>Water Works PIF Fund</b>								
1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	0	0	0	0	3,000,000
2	Private Development Allocation Program	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
3	Castings/Street Improvements	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
4	Kemper Road Tank	300,000	0	0	0	0	0	300,000
5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
6	Street Improvements Allocation Program	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
7	Madison - Observatory to Isabella	4,900,000	0	0	0	0	0	4,900,000
8	Bolton Plant Redundant Transmission Main	2,750,000	0	0	0	0	0	2,750,000
9	Enterprise Asset Management System	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	0	0	0	0	1,000,000
11	Backup Power Generator - Constance	800,000	0	0	0	0	0	800,000
12	Bolton Plant Well #4 Replacement	750,000	0	0	0	0	0	750,000
13	Delhi Water Tank Painting	700,000	0	0	0	0	0	700,000
14	Computers, Servers, and Software	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
15	Richard Miller Treatment Plant Sewers	500,000	0	0	0	0	0	500,000
16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	707,000	0	0	0	1,897,000
17	Sand Filter Valves - Miller Plant	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
18	SCADA Citect Upgrade	300,000	0	0	0	0	0	300,000
19	Clifton - Woolper to Dixmyth	300,000	1,900,000	800,000	0	0	0	3,000,000
20	Mt. Airy Exterior Renovation	500,000	300,000	4,304,000	0	0	0	5,104,000
21	Valve Replacement Program	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
22	Contamination Warning System	296,000	71,000	75,000	0	0	0	442,000
23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	150,000	0	0	0	450,000
24	Miller Turbidimeter Project	255,000	0	0	0	0	0	255,000
25	Large Motor Rewind Program (Annual)	125,000	125,000	125,000	125,000	125,000	125,000	750,000
26	SCADA Remote Terminal Units	186,000	62,000	124,000	124,000	124,000	124,000	744,000
27	Ion Chromatograph Replacement	100,000	0	0	0	0	0	100,000
28	Station Valve Equipment	160,000	40,000	100,000	100,000	100,000	100,000	600,000
29	Regeneration Furnace Equipment	125,000	40,000	75,000	75,000	75,000	75,000	465,000
30	Bolton Turbidimeters	79,000	0	0	0	0	0	79,000
31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	0	0	0	0	125,000
32	Simplex Upgrade	60,000	0	0	0	0	0	60,000
33	Continuous Water Quality Monitors	145,000	35,000	70,000	100,000	0	0	350,000
34	Autoclave	50,000	0	0	0	0	0	50,000
35	Bolton Plant Chlorinators Upgrade	60,000	0	0	0	0	0	60,000

# Capital Improvement Plan

## Water Works



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
36	Irwin-Simpson & Cornell Generators	1,400,000	0	0	0	0	0	1,400,000
37	Brecon Tank Coating	1,450,000	0	0	0	0	0	1,450,000
38	SCADA Remote Site Communications	533,000	110,000	0	0	0	0	643,000
39	All Pipes Distribution System Model Validation	400,000	0	0	0	0	0	400,000
40	Backup Software\Hardware	350,000	0	0	0	0	0	350,000
41	PeopleSoft Upgrade	275,000	75,000	0	0	0	0	350,000
42	System Area Network (SAN) Replacement	350,000	0	0	0	0	0	350,000
43	SCADA Communications Front End (CFE)	122,000	0	0	0	0	0	122,000
44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	0	0	0	0	120,000
45	Main Station Trans Switch Controls	100,000	0	0	0	0	0	100,000
46	Server Room Air Conditioner Replacement	60,000	0	0	0	0	0	60,000
47	Constance Pump Station Redundant Air Compressor	31,000	0	0	0	0	0	31,000
48	Critical Backup Power Projects	1,000,000	0	0	0	0	0	1,000,000
49	Chester Park Complex HVAC Control Completion	150,000	0	0	0	0	0	150,000
50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	150,000	150,000	150,000	150,000	900,000
51	Field Application Replacement on Large Pumps	120,000	0	60,000	60,000	60,000	60,000	360,000
52	Battery, Charger, and DC Panel	50,000	50,000	50,000	50,000	50,000	50,000	300,000
53	Wash Water Recovery Pumps	48,000	0	48,000	0	48,000	0	144,000
54	Intake Pier Access Bridge Painting	200,000	0	0	0	0	0	200,000
55	Miscellaneous Masonry Replacement	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
56	Billing System Hardware Replacement	100,000	0	0	0	0	0	100,000
57	Electrical Transformers	170,000	0	85,000	85,000	85,000	85,000	510,000
59	Budd-Eighth - Dalton to Evans	1,800,000	0	4,700,000	0	0	0	6,500,000
60	Richard Miller Treatment Plant Chemical Containment	750,000	0	0	0	0	0	750,000
63	Motor Control Center Equipment	160,000	120,000	180,000	180,000	100,000	100,000	840,000
64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
65	Crane Equipment Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
66	Roof Replacement 2013	1,000,000	0	0	0	0	0	1,000,000
67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000	0	0	0	1,500,000
68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	0	0	0	0	108,000
69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	0	0	0	0	100,000
70	Medium Voltage Station Backup Breakers	126,000	42,000	84,000	84,000	0	0	336,000



## Capital Improvement Plan Water Works

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
71	Station Protective Relays	100,000	0	50,000	50,000	50,000	50,000	300,000
72	SharePoint Expansion	175,000	25,000	0	0	0	0	200,000
73	Video Conference Equipment	50,000	0	0	0	0	0	50,000
74	New Water Mains Allocation Program	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
75	Gas Chromatograph for Volatile Organic Compounds Analysis	0	0	0	0	0	165,000	165,000
77	Mack Tank Interior Coating	351,000	0	0	0	0	0	351,000
78	Cherry Grove Elevated Interior Coating	200,000	0	800,000	0	0	0	1,000,000
79	Billing System Upgrade 2014	1,500,000	0	3,400,000	0	0	0	4,900,000
81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
84	Roof Replacement 2014	1,200,000	0	0	0	0	0	1,200,000
85	Kennedy and Highland Avenues	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	916,000	0	0	0	1,216,000
87	Solar Recording Charts	0	126,000	0	0	0	0	126,000
88	Constance Dosing & Monitoring	0	26,000	0	0	0	0	26,000
89	Richard Miller Plant Virtual Environment Replacement	0	0	150,000	0	0	0	150,000
90	Chester Park Complex Network Upgrade	0	0	250,000	0	0	0	250,000
91	Backup Power Generator - Western Hills	0	0	885,000	2,210,000	0	0	3,095,000
92	Document Management Upgrade	0	0	50,000	0	0	0	50,000
93	Control Valve at Riverside Drive	0	0	250,000	0	0	0	250,000
94	Carbon Transfer Pump Upgrade 2015-2017	0	0	50,000	0	50,000	0	100,000
95	Meter Interface Units (MIU) 2015	0	0	1,043,000	0	0	0	1,043,000
96	2015 Tank Coating	0	0	1,350,000	0	0	0	1,350,000
97	Eden Park Drive - Fulton to Reading	0	0	400,000	1,300,000	1,000,000	0	2,700,000
98	Eden Park Feeder 4	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
99	Queen City Ave - Western Hills Viaduct to WH Pump Station	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
100	Roof Replacement 2015	0	0	1,000,000	0	0	0	1,000,000
101	Glenway - Warsaw to Overlook	0	0	300,000	1,500,000	1,200,000	0	3,000,000
102	Fields Ertel Road Check Valve	0	0	100,000	0	0	0	100,000
103	Bolton Plant Influent Flume Bypass	0	0	419,000	600,000	0	0	1,019,000
104	Dehumidification System - Miller Plant	0	0	0	300,000	0	0	300,000
105	Richard Miller Treatment Plant Network Upgrade	0	0	0	250,000	0	0	250,000
106	Main Station Backup Generator	0	0	0	450,000	1,500,000	2,250,000	4,200,000
107	Upgrade Powdered Activated Carbon Storage and Feed System	0	0	0	414,000	1,017,000	0	1,431,000
108	Chem East Concrete Repair	0	0	0	481,000	259,000	0	740,000

# Capital Improvement Plan

## Water Works



Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
109	Tapered Screw Conveyor - Miller Plant	0	0	0	75,000	0	0	75,000
110	Lamella Sludge Collector Drives	0	0	0	75,000	75,000	0	150,000
111	Gas Chromatograph for Synthetic Organic Compound Analysis	0	0	0	150,000	0	0	150,000
112	2016 Tank Coating	0	0	0	250,000	0	0	250,000
113	Meter Interface Units (MIU)	0	0	0	842,000	0	0	842,000
114	SCADA Human Machine Interface Upgrade	0	0	0	200,000	1,000,000	300,000	1,500,000
115	Millcreek Crossing at Western Hills Viaduct	0	0	0	500,000	500,000	1,500,000	2,500,000
116	Bolton Plant Air Handler Unit Upgrades	0	0	0	80,000	0	0	80,000
117	Richard Miller Plant Wash Water Pump Upgrades	0	0	0	50,000	60,000	60,000	170,000
118	Lamella Sludge Pumps #2 to #9	0	0	0	150,000	150,000	0	300,000
119	Bolton Plant Lime Feeder No. 1 & 4	0	0	0	308,000	0	0	308,000
120	Bolton Plant Comprehensive Reliability Program	0	0	0	597,000	0	0	597,000
121	Roof Replacement 2016	0	0	0	600,000	0	0	600,000
122	Bolton Plant Lime Residual Site Work	0	0	0	230,000	1,110,000	1,200,000	2,540,000
123	Well Pumps - Bolton Plant	0	0	0	40,000	40,000	40,000	120,000
124	Miller Plant Filter Building Boiler Replacement	0	0	0	120,000	0	0	120,000
125	Furnace Air Compressor - Miller Plant	0	0	0	50,000	0	0	50,000
126	Miller Plant Caustic Soda Storage Tank Replacement	0	0	0	120,000	0	0	120,000
127	Miller Plant Iron Feeder Upgrade	0	0	0	300,000	0	0	300,000
128	Booster Chlorination in Distribution System	0	0	0	750,000	0	0	750,000
129	Spring Grove - Western to Draper	0	0	0	200,000	200,000	1,600,000	2,000,000
130	Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station	0	0	0	200,000	200,000	2,300,000	2,700,000
131	Call Center Equipment 2016	0	0	0	876,000	2,044,000	0	2,920,000
132	Richard Miller Plant Air Conditioner Upgrades	0	0	0	45,000	45,000	45,000	135,000
133	Electric Panel and Lighting Upgrades	0	0	0	50,000	50,000	50,000	150,000
134	Richard Miller Plant Electric Heater Upgrade Program	0	0	0	50,000	50,000	50,000	150,000
135	Roof Replacement 2017	0	0	0	0	400,000	0	400,000
136	Eggleston - 9th to Central	0	0	0	0	500,000	1,000,000	1,500,000
137	Contamination Warning System Replacement	0	0	0	0	20,000	674,000	694,000
138	Bolton Well Field Expansion II	0	0	0	0	1,380,000	0	1,380,000
139	Replace Total Organic Halide (TOX) Analyzer	0	0	0	0	60,000	0	60,000
140	Variable Frequency Drive Replacements	0	0	0	0	500,000	500,000	1,000,000





# Capital Improvement Plan

## Water Works

Priority	Project Title	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
141	Liberty - Winchell to Reading 42" Water Main	0	0	0	0	200,000	1,000,000	1,200,000
142	Backup Control Center - Miller Plant	0	0	0	0	200,000	140,000	340,000
143	Meter Interface Units Replacement 2017	0	0	0	0	1,800,000	0	1,800,000
144	Wellhead Protection Monitor Wells 3	0	0	0	0	75,000	0	75,000
145	Cornell - Cornell Pump Station to Reed Hartman	0	0	0	0	250,000	250,000	500,000
146	Cornell - Sharon to Cornell Pump Station	0	0	0	0	400,000	600,000	1,000,000
147	Pete Rose Way - Eggleston to Broadway	0	0	0	0	200,000	1,000,000	1,200,000
148	Roof Replacement 2018	0	0	0	0	0	400,000	400,000
149	Queen City Railyard	0	0	0	0	0	500,000	500,000
150	Gas Chromatograph Flame Ionization Detector	0	0	0	0	0	120,000	120,000
151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	0	0	0	0	115,000
152	Ion Coupled Plasma Mass Spectrophotometer	0	0	0	0	0	190,000	190,000
153	Reading Road & Eden Park Drive Water Main	0	0	0	0	0	200,000	200,000
154	McMillan Avenue - Essex to Clifton	0	0	0	0	0	500,000	500,000
155	McMillan and May Streets	0	0	0	0	0	500,000	500,000
156	Miller Plant Lime Feeder No. 1 & 4 Upgrade	0	0	0	0	0	200,000	200,000
157	Richard Miller Treatment Plant Reservoir #1 Cascade Repair	0	0	0	0	0	100,000	100,000
158	Bolton Plant Filter Automation	0	0	0	0	0	240,000	240,000
159	Plainfield/Montgomery	0	0	0	0	0	500,000	500,000
160	Montgomery - Mason-Montgomery to Columbia	0	0	0	0	0	200,000	200,000
161	Columbia Road - Montgomery to Socialville-Foster Rd	0	0	0	0	0	200,000	200,000
162	Columbia - Socialville Foster to Western Row	0	0	0	0	0	250,000	250,000
163	Meter Interface Unit Replacement 2018	0	0	0	0	0	1,800,000	1,800,000
<b>Water Works PIF Total</b>		<b>90,842,000</b>	<b>50,292,000</b>	<b>61,422,000</b>	<b>56,261,000</b>	<b>57,976,000</b>	<b>63,992,000</b>	<b>380,785,000</b>
<b>Department of Water Works Total</b>		<b>90,842,000</b>	<b>50,292,000</b>	<b>61,422,000</b>	<b>56,261,000</b>	<b>57,976,000</b>	<b>63,992,000</b>	<b>380,785,000</b>



**Water Works PIF Fund**

**Ultraviolet Disinfection - Miller Plant**

**Dept. Priority:** 1

**Description**

This project will provide resources for the implementation of ultraviolet disinfection at the Richard Miller Treatment Plant.

**Purpose**

The purpose of this project is to provide ultraviolet treatment capability. Several emerging pathogens that are resistant to chlorine require inactivation processes such as ultraviolet treatment and will allow us to comply with the Long Term 2 Enhanced Surface Water Treatment Rules.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	3,000,000	0	0	0	0	0	3,000,000
Water Works PIF Total	0	3,000,000	0	0	0	0	0	3,000,000
Estimated Personnel Cost	0	141,210	0	0	0	0	0	141,210

**Private Development Allocation Program**

**Dept. Priority:** 2

**Description**

This project will provide resources to allow GCWW participation in water main extensions or upgrades with private developments as permitted under GCWW Rules and Regulations and as defined under the development project application. These participations include pipe, material and GCWW labor costs.

**Purpose**

The purpose of this project is to fund Private Development project participation in supplying pipe, material, plan review and/or inspection fees to development projects as permissible under GCWW Rules and Regulations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
Water Works PIF Total	0	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
Estimated Personnel Cost	0	25,420	25,420	25,420	26,690	26,690	26,690	156,330



**Castings/Street Improvements**

**Dept. Priority: 3**

**Description**

This project will provide resources for curb and casting materials and adjustments for repairs to GCWW appurtenances that are needed as a result of City of Cincinnati street paving and rehabilitation projects.

**Purpose**

The purpose of this project is to meet the necessary requirements of curb and casting materials and adjustments repairs to GCWW appurtenances under City of Cincinnati street paving and rehabilitation projects.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
Water Works PIF Total	0	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
Estimated Personnel Cost	0	10,800	0	5,790	5,930	6,070	6,210	34,800

**Kemper Road Tank**

**Dept. Priority: 4**

**Description**

This project will provide resources for the construction of a 3 million gallon elevated storage tank in the Brecon service area.

**Purpose**

The purpose of this project is to double the elevated storage volume in the Brecon service area from 3-6 million gallons. The current elevated storage volume in Brecon is insufficient and this increase will improve the ability to provide reliable service and operational flexibility.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	300,000	0	0	0	0	0	300,000
Water Works PIF Total	0	300,000	0	0	0	0	0	300,000
Estimated Personnel Cost	0	18,640	0	0	0	0	0	18,640

# Capital Improvement Plan

## Water Works



### Replacement Water Mains Allocation Program

**Dept. Priority:** 5

#### Description

This project will provide resources for proposed water main replacement for 8, 12 and 16 inch water mains at 1% of the total system each year.

#### Purpose

The purpose of this project is to achieve the department goal of 1% replacement of water mains. It is adjusted to fit current annual cost analyses for all water mains.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
Water Works PIF Total	0	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
Estimated Personnel Cost	0	1,351,440	1,334,050	1,406,740	1,438,300	1,491,490	1,528,460	8,550,480

### Street Improvements Allocation Program

**Dept. Priority:** 6

#### Description

This project will provide resources for various projected street improvements throughout the year.

#### Purpose

The purpose of this project is to provide resources for proposed water main participation with other agency street projects in coordinated fashion to save water main replacement dollars and better customer service to the public.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
Water Works PIF Total	0	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
Estimated Personnel Cost	0	434,930	441,140	465,990	501,660	506,070	528,130	2,877,920



**Madison - Observatory to Isabella**

**Dept. Priority:** 7

**Description**

This project will provide resources for the replacement of an existing 16 inch water main with a new 16 inch water main. It will also replace an existing 36-inch main with a new 48-inch water main. This project is the final piece of the Madison Road corridor.

**Purpose**

The purpose of this project is to provide improved water service to the Madison Road corridor.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	4,900,000	0	0	0	0	0	4,900,000
Water Works PIF Total	0	4,900,000	0	0	0	0	0	4,900,000
Estimated Personnel Cost	0	220,630	0	0	0	0	0	220,630

**Bolton Plant Redundant Transmission Main**

**Dept. Priority:** 8

**Description**

This project will provide resources for the redundant transmission Main to the Charles M. Bolton Plant.

**Purpose**

The purpose of this project is to install a new transmission main from the well field to the Bolton Plant. The existing main is original to the Plant and is nearly 50 years of age. This main will provide redundancy and additional capacity to the Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	2,750,000	0	0	0	0	0	2,750,000
Water Works PIF Total	0	2,750,000	0	0	0	0	0	2,750,000
Estimated Personnel Cost	0	197,690	0	0	0	0	0	197,690

**Enterprise Asset Management System**

**Dept. Priority:** 9

**Description**

This project will provide resources for the replacement of the obsolete Enterprise Asset Management system known as EMPAC .

**Purpose**

The purpose of this is project is to mitigate the risk of using a dated enterprise asset management system (EMPAC). EMPAC has served the enterprise asset management needs of the GCWW very well since imple-

# Capital Improvement Plan



## Water Works

mentation in late 2001. It is now showing its age and needs to be replaced. The vendor, Ventyx, has discontinued the EMPAC product line so there is not upgrade path available.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
Water Works PIF Total	0	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
Estimated Personnel Cost	0	172,840	28,670	34,880	0	0	0	236,390

### Eden Park Feeder 2 - Parsons Martin

**Dept. Priority:** 10

#### Description

This project will provide resources for a 54 inch transmission water main to be installed within a new transmission line to the Eden Park reservoir and pump station.

#### Purpose

The purpose of this project is to provide redundant supply and discharge from the Eden Park reservoir, while also supporting better turnover and a more stable supply of water during peak pumping operations. This critical supply will better support current and future customers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	67,750	0	0	0	0	0	67,750

### Backup Power Generator - Constance

**Dept. Priority:** 11

#### Description

This project will provide resources for the installation of an onsite standby generator system at the pump station serving Northern Kentucky.

#### Purpose

The purpose of this project is to ensure Water Works system reliability and service to customers in case of a power outage in the Northern Kentucky area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	800,000	0	0	0	0	0	800,000
Water Works PIF Total	0	800,000	0	0	0	0	0	800,000
Estimated Personnel Cost	0	90,370	0	0	0	0	0	90,370



**Bolton Plant Well #4 Replacement**

**Dept. Priority:** 12

**Description**

This project will provide resources for the replacement of the existing Well #4 at the Charles M. Bolton Plant.

**Purpose**

The purpose of this project is to replace the aging well and support improved capacity to the Bolton Treatment Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	750,000	0	0	0	0	0	750,000
Water Works PIF Total	0	750,000	0	0	0	0	0	750,000
Estimated Personnel Cost	0	42,360	0	0	0	0	0	42,360

**Delhi Water Tank Painting**

**Dept. Priority:** 13

**Description**

This project will provide resources for exterior painting of the Delhi water tank, which likely includes lead paint removal.

**Purpose**

The purpose of this project is to extend the useful life of the Delhi water tank. The exterior of the Delhi Tank was last painted in 1989. This project may also include the removal of lead paint.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	700,000	0	0	0	0	0	700,000
Water Works PIF Total	0	700,000	0	0	0	0	0	700,000
Estimated Personnel Cost	0	158,160	0	0	0	0	0	158,160

# Capital Improvement Plan

## Water Works



### Computers, Servers, and Software

**Dept. Priority:** 14

#### Description

This project will provide resources for the annual replacement of computers, servers and software throughout the Water Works.

#### Purpose

The purpose of this project is to provide systematic replacement of computers five years or older, servers seven years or older, and software upgrades . It will also provide employees with the proper equipment to complete their day to day tasks.

Phases	Prior Year	FY 2013-2019						
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	0	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
Water Works PIF Total	0	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
Estimated Personnel Cost	0	7,850	6,450	6,670	6,950	7,060	7,270	42,250

### Richard Miller Treatment Plant Sewers

**Dept. Priority:** 15

#### Description

This project will provide resources for the sanitary and storm separation project at Richard Miller Treatment Plant, including the design of mitigation, and the installation of required sewers to separate storm and sanitary discharges in compliance with NPDES permit.

#### Purpose

The purpose of this project is to bring the Richard Miller Treatment Plant sanitary and storm discharges into compliance with National Pollutant Discharge Elimination System (NPDES) permit and current standards.

Phases	Prior Year	FY 2013-2019						
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	0	500,000	0	0	0	0	0	500,000
Water Works PIF Total	0	500,000	0	0	0	0	0	500,000
Estimated Personnel Cost	0	42,360	0	0	0	0	0	42,360





**Bolton Plant Lab Upgrade/Expansion**

**Dept. Priority:** 16

**Description**

This project will provide resources for remodeling and expansion of the Bolton laboratory. The project also creates a small conference multi-purpose room.

**Purpose**

The purpose of this project is to bring the Bolton laboratory up to current operational and safety standards. The project also provides a small conference multi-purpose room to allow for meetings and office work currently conducted in the laboratory.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,190,000	0	707,000	0	0	0	1,897,000
Water Works PIF Total	0	1,190,000	0	707,000	0	0	0	1,897,000
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Estimated Personnel Cost	0	134,430	0	79,870	0	0	0	214,300

**Sand Filter Valves - Miller Plant**

**Dept. Priority:** 17

**Description**

This project will provide resources for the upgrade of the existing filter valves at the Richard Miller Treatment Plant Filter Building with new valves.

**Purpose**

The purpose of this project is to provide more reliable filter valves at the Richard Miller Treatment Plant. The existing filter valves have been in service for over forty years and are showing signs of failure.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
Water Works PIF Total	0	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
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Estimated Personnel Cost	0	50,830	16,950	33,890	33,890	33,890	33,890	203,340

# Capital Improvement Plan

## Water Works



### SCADA Citect Upgrade

**Dept. Priority:** 18

**Description**

This project will provide resources for an upgrade to latest SCADA software release and to replace the obsolete server hardware.

**Purpose**

The purpose of this project is to upgrade the SCADA software (Citect) and related hardware originally installed in 2006. This software manages plant processes and distribution system pumping. This software is quickly becoming obsolete and receives very limited support.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	300,000	0	0	0	0	0	300,000
Water Works PIF Total	0	300,000	0	0	0	0	0	300,000
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Estimated Personnel Cost	0	25,420	0	0	0	0	0	25,420

### Clifton - Woolper to Dixmyth

**Dept. Priority:** 19

**Description**

This project will provide resources for a 30 inch transmission replacement project that serves the Clifton and Eastern Hills area, including critical hospital and Uptown areas serving the Clifton Valve station and Winton Reservoir.

**Purpose**

The purpose of this project is to improve water service to the Clifton and Eastern Hills area. This main has had recent catastrophic maintenance events near critical customers, like Good Samaritan Hospital. This main is vital to the system's transmission capabilities in the Clifton area and service to Winton Reservoir.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	300,000	1,900,000	800,000	0	0	0	3,000,000
Water Works PIF Total	0	300,000	1,900,000	800,000	0	0	0	3,000,000
<hr/>								
Estimated Personnel Cost	0	57,870	130,220	50,840	0	0	0	238,930



**Mt. Airy Exterior Renovation**

**Dept. Priority:** 20

**Description**

This project will provide resources for the renovation of the Mount Airy water tank.

**Purpose**

The purpose of this project is to prevent further deterioration of the tower superstructure. The tanks were originally built in 1926 to serve a portion of the Western Hills service area and every freeze and thaw cycle causes a bit more deterioration within the concrete.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	500,000	300,000	4,304,000	0	0	0	5,104,000
Water Works PIF Total	0	500,000	300,000	4,304,000	0	0	0	5,104,000
Estimated Personnel Cost	0	56,480	33,890	211,820	0	0	0	302,190

**Valve Replacement Program**

**Dept. Priority:** 21

**Description**

This project will provide resources for the replacement of critical valves in the distribution system. This is part of the continuous replacement of valves reaching the end of their useful life.

**Purpose**

The purpose of this project is to ensure proper transmission of water valves in the distribution system. Some of the valves are 40 to 50 years old . This program addresses critical valves that have been prioritized for their likelihood of failure and gravity of consequence.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
Water Works PIF Total	0	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
Estimated Personnel Cost	0	77,670	77,670	77,670	77,670	77,670	77,670	466,020

**Contamination Warning System**

**Dept. Priority:** 22

**Description**

This project will provide resources for analyzation of the effectiveness of the current 17 water quality monitors. It will also upgrade them and install 20 additional monitors at strategic locations selected by EPA's Water Security Initiative project.

**Purpose**

The purpose of this project is to increase water quality and security. The U.S. EPA's Water Security Initiative project designed and is implementing a contamination warning system for GCWW to protect its distribution system. It identified about 100 strategic points as on-line monitoring locations for the contamination

# Capital Improvement Plan



## Water Works

warning system in the distribution system and installed monitors at only 17 of 100 identified locations due to shortage in the federal fund.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	296,000	71,000	75,000	0	0	0	442,000
Water Works PIF Total	0	296,000	71,000	75,000	0	0	0	442,000
Estimated Personnel Cost	0	2,540	2,640	1,060	0	0	0	6,240

## Remote Terminal Units (RTUs) Equipment

**Dept. Priority:** 23

### Description

This project will provide resources for the replacement of In-plant Remote Terminal Units, Bristol Network 3000 RTUs, on the Richard Miller Treatment Plant.

### Purpose

The purpose of this project is to ensure reliability of the Remote Terminal Units. Many of the existing outlying stations' units are approaching 10-15 years in age. In addition, the vendor will not be supporting the existing units after June 2011. The upgrade is part of the overall 10 year replacement plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	225,000	75,000	150,000	0	0	0	450,000
Water Works PIF Total	0	225,000	75,000	150,000	0	0	0	450,000
Estimated Personnel Cost	0	12,710	12,710	12,710	0	0	0	38,130

## Miller Turbidimeter Project

**Dept. Priority:** 24

### Description

This project will provide resources for Turbidimeters at the Richard Miller Treatment Plant.

### Purpose

The purpose of this project is to ensure proper water quality and process control throughout the treatment process. The turbidimeters currently installed at the plant are aging and will soon reach the end of their useful life. We have also agreed to utilize on-line turbidity monitoring as part of our reduced staffing requirements under the OEPA Operator Certification Rules.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	255,000	0	0	0	0	0	255,000
Water Works PIF Total	0	255,000	0	0	0	0	0	255,000
Estimated Personnel Cost	0	3,600	0	0	0	0	0	3,600



**Large Motor Rewind Program (Annual)**

**Dept. Priority:** 25

**Description**

This project will provide resources for the annual rehabilitation of large motors at GCWW's major treatment plants and pump station facilities.

**Purpose**

The purpose of this project is to maintain large motors at GCWW's major treatment plants and pump station facilities.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Water Works PIF Total	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Estimated Personnel Cost	0	10,590	10,590	10,590	10,590	10,590	10,590	63,540

**SCADA Remote Terminal Units**

**Dept. Priority:** 26

**Description**

This project will provide resources for the replacement of controllers for SCADA Remote Terminal Units throughout the Richard Miller Treatment Plant, Charles M. Bolton Plant and most pump stations. The Remote Terminal Upgrade project is a controlled programmatic upgrading of older in-plant RTU's.

**Purpose**

The purpose of this project is to maintain the reliability of the Remote Terminal Units. The existing outlying stations Remote Terminal Units (RTU's) are approaching 10-15 years in age. The RTU upgrade project is part of the overall 10 year replacement plan for the existing RTU's. The implementation of the new RTU's will provide a more powerful RTU with the ability to better support enhanced automatic control efforts.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	186,000	62,000	124,000	124,000	124,000	124,000	744,000
Water Works PIF Total	0	186,000	62,000	124,000	124,000	124,000	124,000	744,000
Estimated Personnel Cost	0	15,760	5,250	10,510	10,060	10,510	10,510	62,600

**Ion Chromatograph Replacement**

**Dept. Priority:** 27

**Description**

This project will provide resources for the Ion Chromatograph (IC) Replacement.

**Purpose**

The purpose of this project is to improve the reliability and labor intensiveness of the Ion Chromatograph (IC). The certified method, EPA-300.0, contains six anions in the analysis: nitrate, nitrite, chloride, bromide, sulfate and orthophosphate. Of these six anions, three are reported to the Ohio Environmental Protection Agency, OEPA, on a monthly basis and two have primary Maximum Contaminant Levels, MCLs : nitrate 10

# Capital Improvement Plan



## Water Works

ppb and nitrite 1 ppb. Besides being old and outdated, WQT has recently had to make modifications to the IC to make it operable.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	1,410	0	0	0	0	0	1,410

## Station Valve Equipment

**Dept. Priority:** 28

### Description

This project will provide resources for smaller capital projects which become necessary each year for new or upgraded valves, actuators, regulators and backflow preventers.

### Purpose

The purpose of this project is to be equipped to replace valves in various pump stations on an emergency basis. Generally these projects are smaller in nature, 5K- 25K, and could not be anticipated in previous budget cycle but need to be completed in a timely fashion.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	160,000	40,000	100,000	100,000	100,000	100,000	600,000
Water Works PIF Total	0	160,000	40,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	8,470	8,470	8,470	8,470	8,470	8,470	50,820

## Regeneration Furnace Equipment

**Dept. Priority:** 29

### Description

This project will provide resources for improvements to systems or infrastructure associated with the Granular Activated Carbon Facility's multiple hearth furnaces at the Richard Miller Treatment Plant.

### Purpose

The purpose of this project is to replace equipment as needed on the Granular Activated Carbon Facility furnace. Due to the extreme heat, equipment on the furnace needs to be routinely replaced.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	125,000	40,000	75,000	75,000	75,000	75,000	465,000
Water Works PIF Total	0	125,000	40,000	75,000	75,000	75,000	75,000	465,000
Estimated Personnel Cost	0	8,050	5,930	6,350	6,350	6,350	6,350	39,380



**Bolton Turbidimeters**

**Dept. Priority:** 30

**Description**

This project will provide resources for turbidimeters at the Bolton Plant.

**Purpose**

The purpose of this project is to ensure the reliability of the turbidimeters at the Bolton Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	79,000	0	0	0	0	0	79,000
Water Works PIF Total	0	79,000	0	0	0	0	0	79,000
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Estimated Personnel Cost	0	1,120	0	0	0	0	0	1,120

**Fluoride Feeder Upgrade (Bolton and Miller Plants)**

**Dept. Priority:** 31

**Description**

This project will provide resources for the upgrade of the fluoride feeder system at the surface water plant and at the groundwater plant.

**Purpose**

The purpose of this project is to ensure the reliability of the fluoride feeder system at the surface water plant and at the groundwater plant. The useful life of the equipment will be reached in 2015. The feed pumps were last upgraded in 2004-2005.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	125,000	0	0	0	0	0	125,000
Water Works PIF Total	0	125,000	0	0	0	0	0	125,000
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Estimated Personnel Cost	0	10,590	0	0	0	0	0	10,590

**Simplex Upgrade**

**Dept. Priority:** 32

**Description**

This project will provide resources for the partial replacement of outdated video cameras that are used to monitor critical GCWW Facilities.

**Purpose**

The purpose of this project is to update outdated video cameras. GCWW has utilized analog video cameras attached to DVR devices to monitor and record video of critical infrastructure and facilities. Video quality from an analog camera is not always good enough to identify suspects conclusively. DVRs do not always provide a sufficient quantity of storage to preserve important video footage. Beginning an effort to replace

# Capital Improvement Plan



## Water Works

GCWW's obsolete analog cameras with modern digital megapixel low-light cameras will greatly improve security's ability to monitor GCWW assets. Newer equipment should lead to lower operating support costs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	850	0	0	0	0	0	850

## Continuous Water Quality Monitors

**Dept. Priority:** 33

### Description

This project will provide resources for the replacement of existing Water Quality monitors at storage facilities in the distribution system.

### Purpose

The purpose of this project is to assist with the compliance of regulations and detection of contaminated drinking water.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	145,000	35,000	70,000	100,000	0	0	350,000
Water Works PIF Total	0	145,000	35,000	70,000	100,000	0	0	350,000
Estimated Personnel Cost	0	1,270	1,270	990	1,410	0	0	4,940

## Autoclave

**Dept. Priority:** 34

### Description

This project will provide resources for the replacement of the 10 year old autoclave unit which is used to sterilize waste generated when performing compliance samples in the microbiological lab.

### Purpose

The purpose of this project is to ensure the reliability of the autoclave that is used to sterilize waste from microbiological compliance samples.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	50,000	0	0	0	0	0	50,000
Water Works PIF Total	0	50,000	0	0	0	0	0	50,000
Estimated Personnel Cost	0	710	0	0	0	0	0	710





**Bolton Plant Chlorinators Upgrade**

**Dept. Priority:** 35

**Description**

This project will provide resources for an upgrade to the existing chlorinators at the Bolton Plant.

**Purpose**

The purpose of this project is to ensure the reliability of the chlorinators at the Bolton Plant. The controls are obsolete.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
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Estimated Personnel Cost	0	5,080	0	0	0	0	0	5,080

**Irwin-Simpson & Cornell Generators**

**Dept. Priority:** 36

**Description**

This project will provide resources for the installation of a permanent diesel generator, transfer switch and other electrical equipment required to provide critical backup power to the Irwin-Simpson and Cornell Pump Station.

**Purpose**

The purpose of this project is to provide emergency back up support for the Irwin-Simpson and Cornell Pump Station.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,400,000	0	0	0	0	0	1,400,000
Water Works PIF Total	0	1,400,000	0	0	0	0	0	1,400,000
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Estimated Personnel Cost	0	70,610	0	0	0	0	0	70,610

# Capital Improvement Plan

## Water Works



### Brecon Tank Coating

**Dept. Priority:** 37

#### Description

This project will provide resources for the existing coating of the steel water storage tank serving the Brecon area.

#### Purpose

The purpose of this project is to maintain the useful life of the tank. The tank is nearing the end of its useful life. An inspection was performed to determine the condition of all steel water storage tanks. This project is a result of the inspection.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,450,000	0	0	0	0	0	1,450,000
Water Works PIF Total	0	1,450,000	0	0	0	0	0	1,450,000
Estimated Personnel Cost	0	163,800	0	0	0	0	0	163,800

### SCADA Remote Site Communications

**Dept. Priority:** 38

#### Description

This project will provide resources for the design and deployment of a new communications system for SCADA.

#### Purpose

The purpose of this project is for the upgrade of the SCADA communications system for remote sites. Enhancing remote communications is the foundation upon which all future SCADA improvements will be built. In order to meet the needs of our expanded service area, improved communication between facilities need to be made.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	533,000	110,000	0	0	0	0	643,000
Water Works PIF Total	0	533,000	110,000	0	0	0	0	643,000
Estimated Personnel Cost	0	35,080	19,400	0	0	0	0	54,480

### All Pipes Distribution System Model Validation

**Dept. Priority:** 39

#### Description

This project will provide resources for field testing to collect water quality data and validate the model using the collected data. The model will be adjusted to address any discrepancy in performance through minor calibration.

#### Purpose

The purpose of this project is for water quality to maintain its accuracy and effectiveness over changes in system condition, operation and service area. As the system condition, operation and service areas change



over years, the distribution system model needs recalibration for water quality to address these changes so they can maintain its prediction accuracy and stay as an effective tool.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	400,000	0	0	0	0	0	400,000
Water Works PIF Total	0	400,000	0	0	0	0	0	400,000
Estimated Personnel Cost	0	28,240	0	0	0	0	0	28,240

**Backup Software\Hardware**

**Dept. Priority:** 40

**Description**

This project will provide resources for an enterprise backup disk. The hardware and software will be replaced. A new backup server, backup software, backup storage and a medium deduplication disk storage device will also be purchased.

**Purpose**

The purpose of this project is to ensure a consistent support environment. Purchasing a backup solution that makes sense for the business is of utmost importance.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	350,000	0	0	0	0	0	350,000
Water Works PIF Total	0	350,000	0	0	0	0	0	350,000
Estimated Personnel Cost	0	4,940	0	0	0	0	0	4,940

**PeopleSoft Upgrade**

**Dept. Priority:** 41

**Description**

This project will provide resources for the upgrade of the PeopleSoft application and maintain vendor support.

**Purpose**

The purpose of this project is to meet the needs of the Water Works accounting section and ensure reliable vendor support for PeopleSoft, which ended in May 2007 for the current version. PeopleSoft is an integral part of the work processes for the Water Works Department and upgrades traditionally are very complex and require significant professional services.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	275,000	75,000	0	0	0	0	350,000
Water Works PIF Total	0	275,000	75,000	0	0	0	0	350,000
Estimated Personnel Cost	0	2,820	2,120	0	0	0	0	4,940

# Capital Improvement Plan

## Water Works



### System Area Network (SAN) Replacement

**Dept. Priority:** 42

#### Description

This project will provide resources for the System Area Network, SAN, disk storage system of the Enterprise Virtual Array.

#### Purpose

The purpose of this project is to continue to provide a reliable disk storage system. The current Hewlett-Packard disk storage array is critical in supporting Enterprise software applications within several divisions of the Water Works and will require replacement when it reaches the end of its useful life in 2016.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	350,000	0	0	0	0	0	350,000
Water Works PIF Total	0	350,000	0	0	0	0	0	350,000
Estimated Personnel Cost	0	4,940	0	0	0	0	0	4,940

### SCADA Communications Front End (CFE)

**Dept. Priority:** 43

#### Description

This project will provide resources for the replacement of existing SCADA front end communication hardware.

#### Purpose

The purpose of this project is to ensure the reliability of the SCADA Front End Communication hardware. The existing hardware has reached the end of its useful life. SCADA is critical to the Water Works and is used as a strategic tool.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	122,000	0	0	0	0	0	122,000
Water Works PIF Total	0	122,000	0	0	0	0	0	122,000
Estimated Personnel Cost	0	10,340	0	0	0	0	0	10,340



**Miller Plant Water Quality Building Cooling Water Upgrade**

**Dept. Priority:** 44

**Description**

This project will provide resources for the replacement of the cooling tower at the Water Quality building.

**Purpose**

The purpose of this project is to ensure continued adequate workplace conditions and water quality sample temperatures during summer.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	120,000	0	0	0	0	0	120,000
Water Works PIF Total	0	120,000	0	0	0	0	0	120,000
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Estimated Personnel Cost	0	10,170	0	0	0	0	0	10,170

**Main Station Trans Switch Controls**

**Dept. Priority:** 45

**Description**

This project will provide resources for the replacement of the solid state control system and to replace existing systems that monitor incoming feeders and reacts when disturbances occur.

**Purpose**

The purpose of this project is to improve reliability of existing controls at the Main Station that have failed. It will also help prevent failures of similar system controls at Tennyson, Western Hills and the Bolton Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
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Estimated Personnel Cost	0	8,470	0	0	0	0	0	8,470

**Server Room Air Conditioner Replacement**

**Dept. Priority:** 46

**Description**

This project will provide resources for the installation of additional cooling units in the server room.

**Purpose**

The purpose of this project is to provide enough cooling to maintain the room at the optimum temperature. This currently does not happen, requiring the extensive use of fans. Even this doesn't stop the equipment from overheating. Also the computer room door has to be opened, negating the physical security of the room in order to circulate more building air into the room. The room is cooled by a 7-ton mini-mate and some building air, resulting in a full load of approx 8 tons, depending on the building air supply. DeBra-

# Capital Improvement Plan



## Water Works

Keumpel performed a load analysis of the room and it showed that the room required a 13-ton load and that the equipment along the wall is building up heat and there is no proper exhaust for this heat.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	850	0	0	0	0	0	850

## Constance Pump Station Redundant Air Compressor

**Dept. Priority:** 47

### Description

This project will provide resources for the addition of a redundant air compressor for the surge tank at Constance Pump Station.

### Purpose

The purpose of this project is to protect the Constance Pump Station from damaging backflows.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	31,000	0	0	0	0	0	31,000
Water Works PIF Total	0	31,000	0	0	0	0	0	31,000
Estimated Personnel Cost	0	2,630	0	0	0	0	0	2,630

## Critical Backup Power Projects

**Dept. Priority:** 48

### Description

This project will provide resources for 5 smaller projects that will provide some pumping or electric to critical locations around the GCWW System. It includes - Portable pump installations at Irwin Simpson PS, Cornell PS and Winton Road PS. - Backup power for 17 Storage tank or reservoir locations throughout GCWW System - Connection of SCADA Control Room HVAC System located in GAC to Emergency Generator - Critical system backup power for CMBP sumps sewer pumps emergency lighting etc - Backup power for RMTP critical needs Filter Building WQ Lab Chem east chemical feed etc.

### Purpose

The purpose of this project is to install backup power or portable pumps at numerous critical locations around the GCWW Distribution System to use in the event of an emergency.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	84,730	0	0	0	0	0	84,730



**Chester Park Complex HVAC Control Completion**

**Dept. Priority:** 49

**Description**

This project will provide resources for the Chester Park Complex HVAC Control Completion.

**Purpose**

The purpose of this project is to complete the automatic HVAC control upgrades. The HVAC system is already in place in Building E and needs to be connected to Building A of GCWW's administrative offices (CPC).

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	150,000	0	0	0	0	0	150,000
Water Works PIF Total	0	150,000	0	0	0	0	0	150,000
Estimated Personnel Cost	0	12,710	0	0	0	0	0	12,710

**Tennyson Pump Discharge Valve Upgrade**

**Dept. Priority:** 50

**Description**

This project will provide resources for an upgrade of 6 hydraulic controlled pump discharge valves to electric valves for 3 Central service and 3 Eastern Hills Pumps. One valve will be upgraded every year.

**Purpose**

The purpose of this project is to ensure the reliability of 6 hydraulic controlled pump discharge valves to electric valves for 3 Central service and 3 Eastern Hills Pumps.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Water Works PIF Total	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Estimated Personnel Cost	0	12,710	12,710	12,710	12,710	12,710	12,710	76,260

# Capital Improvement Plan

## Water Works



### Field Application Replacement on Large Pumps

**Dept. Priority:** 51

#### Description

This project will provide resources for the replacement of field application circuitry with solid state power factor controls at the Ohio River Plant, Tennyson, Main Station, Western Hills and Bolton.

#### Purpose

The purpose of this project is to increase large motor reliability, gain greater motor power factor control and improve diagnostics using predictive maintenance techniques.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	120,000	0	60,000	60,000	60,000	60,000	360,000
Water Works PIF Total	0	120,000	0	60,000	60,000	60,000	60,000	360,000
Estimated Personnel Cost	0	10,170	0	5,080	5,080	5,080	5,080	30,490

### Battery, Charger, and DC Panel

**Dept. Priority:** 52

#### Description

This project will provide resources for replacement batteries, chargers and DC Control Panels that are more than 20 years old. This project will allocate 50,000 each year.

#### Purpose

The purpose of this project is to ensure continuous operation of the DC control system, which is vital to the operations of facilities, by replacing parts that are nearing the end of their useful lives.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	4,240	4,240	4,240	4,240	4,240	4,240	25,440

### Wash Water Recovery Pumps

**Dept. Priority:** 53

#### Description

This project will provide resources for the continuation of the upgrade program for wash water recovery pumps which were already replaced at least once. One was replaced in 2005, another in 2008 and the last one in 2011.

#### Purpose

The purpose of this project is to upgrade wash water recovery pumps. The pumps operate in a very abrasive environment, pumping water with grit, sand and carbon fines. Continuous pumping of gritty material,





sand filter dirt and carbon fines require major work including new impellers, seals, bearings, shafting material etc.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	48,000	0	48,000	0	48,000	0	144,000
Water Works PIF Total	0	48,000	0	48,000	0	48,000	0	144,000
Estimated Personnel Cost	0	4,070	0	4,070	0	4,070	0	12,210

**Intake Pier Access Bridge Painting**

**Dept. Priority: 54**

**Description**

This project will provide resources for painting the intake pier access bridge as well as upgrading the lighting, metal work and other smaller miscellaneous items.

**Purpose**

The purpose of this project is to maintain the condition of the intake pier access bridge and to complete other upgrades. The intake pier access bridge was last painted in 1985 and will be due for repainting by 2010.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	200,000	0	0	0	0	0	200,000
Water Works PIF Total	0	200,000	0	0	0	0	0	200,000
Estimated Personnel Cost	0	33,890	0	0	0	0	0	33,890

**Miscellaneous Masonry Replacement**

**Dept. Priority: 55**

**Description**

This project will provide resources for the annual rehabilitation of existing masonry structures.

**Purpose**

The purpose of this project is to extend the useful life of various Water Works facilities by making appropriate masonry repairs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
Water Works PIF Total	0	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
Estimated Personnel Cost	0	16,950	16,950	16,950	16,950	16,950	16,950	101,700

# Capital Improvement Plan

## Water Works



### Billing System Hardware Replacement

**Dept. Priority:** 56

#### Description

This project will provide resources for the replacement of the current UNIX servers.

#### Purpose

The purpose of this project is to maintain the ability to effectively provide billing services for our customers. The IT Services Division will complete a replacement project of the current UNIX platform which is 11 years old and is nearing its end of life for a hardware product. This hardware for the current HP UNIX servers will reach their end of life support on 12/31/2013. This hardware is critical to the successful billing of our Cincinnati, Lexington, Alexandria and future customers that contract billing services with GCWW. Continuing on the current HP UNIX servers would put GCWW at risk and could impact the delivery of billing services. Without functioning UNIX servers GCWW would not have the ability to produce bills for its customers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	1,410	0	0	0	0	0	1,410

### Electrical Transformers

**Dept. Priority:** 57

#### Description

This project will provide resources for the upgrade of primary transformers at mission critical facilities. The work includes a rewind, regasketing, cooling fins and fan work, new monitoring, testing and new oil.

#### Purpose

The purpose of this project is to upgrade the primary electrical transformers at mission critical facilities. The transformers are more than 50 years old but should remain serviceable and have extended life with these upgrades. Failure of these transformers would render our pumping facilities inoperable.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	170,000	0	85,000	85,000	85,000	85,000	510,000
Water Works PIF Total	0	170,000	0	85,000	85,000	85,000	85,000	510,000
Estimated Personnel Cost	0	14,400	0	7,200	7,200	7,200	7,200	43,200



**Budd-Eighth - Dalton to Evans**

**Dept. Priority:** 59

**Description**

This project will provide resources for a 42 inch water main to supply Northern Kentucky and Western Hills.

**Purpose**

The purpose of this project is to supply sufficient flows and pressures to Northern Kentucky without impacting existing customers. This project will also improve fire supply and better sustaining pressures for both Constance Pump Station and Central Service.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,800,000	0	4,700,000	0	0	0	6,500,000
Water Works PIF Total	0	1,800,000	0	4,700,000	0	0	0	6,500,000
Estimated Personnel Cost	0	169,730	0	278,100	0	0	0	447,830

**Richard Miller Treatment Plant Chemical Containment**

**Dept. Priority:** 60

**Description**

This project will provide resources for the chemical containment for liquid chemicals during unloading at each unloading site.

**Purpose**

The purpose of the projects is to maintain safety standards by providing chemical containment for liquid chemicals during unloading at each unloading site.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	750,000	0	0	0	0	0	750,000
Water Works PIF Total	0	750,000	0	0	0	0	0	750,000
Estimated Personnel Cost	0	84,730	0	0	0	0	0	84,730

# Capital Improvement Plan

## Water Works



### Motor Control Center Equipment

**Dept. Priority:** 63

#### Description

This project will provide resources for the upgrade of motor control centers. It will equip the control centers with modern controls and monitors.

#### Purpose

The purpose of this project is to ensure the reliability of the existing motor control centers. The motor control centers are more than 20 years old and spare parts are difficult to obtain. The project will result in readily available replacement components.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	160,000	120,000	180,000	180,000	100,000	100,000	840,000
Water Works PIF Total	0	160,000	120,000	180,000	180,000	100,000	100,000	840,000
Estimated Personnel Cost	0	8,470	15,250	15,250	15,250	8,470	8,470	71,160

### Miscellaneous Concrete/Pavement Replacement

**Dept. Priority:** 64

#### Description

This project will provide resources for the replacement of various flat concrete throughout the system.

#### Purpose

The purpose of this project is to extend the useful life of pavement at various Water Works facilities.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
Water Works PIF Total	0	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
Estimated Personnel Cost	0	42,360	42,480	42,590	42,590	33,780	33,890	237,690



**Crane Equipment Improvements**

**Dept. Priority:** 65

**Description**

This project will provide resources for safety upgrades and improvements to various cranes at mission critical facilities. Upgrades will include replacement of open collector wiring and control wiring.

**Purpose**

The purpose of this project is to ensure the reliability and safety of various cranes at mission critical facilities. These cranes were installed between 1940 and 1978.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	4,240	4,240	4,240	4,240	4,240	4,240	25,440

**Roof Replacement 2013**

**Dept. Priority:** 66

**Description**

This project will provide resources for various roof replacements.

**Purpose**

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	112,970	0	0	0	0	0	112,970

**Kennedy Heights Pump Station Upgrade**

**Dept. Priority:** 67

**Description**

This project will provide resources for a Kennedy Heights Pump Station Upgrade.

**Purpose**

The purpose of this project is to install new pumps to improve pumping efficiencies to the growing Brecon service area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	750,000	0	750,000	0	0	0	1,500,000
Water Works PIF Total	0	750,000	0	750,000	0	0	0	1,500,000
Estimated Personnel Cost	0	84,730	0	84,730	0	0	0	169,460

# Capital Improvement Plan

## Water Works



### Richard Miller Plant Filter Gallery Light Replacement

**Dept. Priority:** 68

**Description**

This project will provide resources for the replacement of the fluorescent lights in the Richard Miller Treatment Plant filter gallery with LED lights.

**Purpose**

The purpose of this project is to reduce the Water Works carbon footprint, save energy costs and reduce maintenance labor costs.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	108,000	0	0	0	0	0	108,000
Water Works PIF Total	0	108,000	0	0	0	0	0	108,000
Estimated Personnel Cost	0	9,150	0	0	0	0	0	9,150

### Richard Miller Treatment Plant Lime Feeder Upgrade

**Dept. Priority:** 69

**Description**

This project will provide resources for the upgrade of two volumetric type lime feeders to gravimetric type lime feeders.

**Purpose**

The purpose of this project is to improve the accuracy of two volumetric type lime feeders. The volumetric type feeders feed inaccurate lime and require continuous operations labor to remain functional.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	8,470	0	0	0	0	0	8,470



**Medium Voltage Station Backup Breakers**

**Dept. Priority:** 70

**Description**

This project will provide resources for the purchase and installation of backup breakers for our medium voltage stations.

**Purpose**

The purpose of this project is to ensure pump availability in the event of failure. Backup breakers are needed for six medium voltage stations. Currently there is a limited backup available and a failure could limit pumping capacity.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	126,000	42,000	84,000	84,000	0	0	336,000
Water Works PIF Total	0	126,000	42,000	84,000	84,000	0	0	336,000
Estimated Personnel Cost	0	7,120	7,120	7,120	7,120	0	0	28,480

**Station Protective Relays**

**Dept. Priority:** 71

**Description**

This project will provide resources for the installation of protective relays for 45 pumps at nine GCWW 480V stations.

**Purpose**

The purpose of this project is to allow for real-time data collection, increased equipment availability, and reduced labor costs. The protective relays will communicate real-time motor pump performance data. The real-time data will reduce labor hours needed to manually collect data. The protective relays will also allow for maintenance to be scheduled based on performance instead of at failure, increasing equipment availability for operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	0	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	100,000	0	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	8,470	0	4,240	4,240	4,240	4,240	25,430

# Capital Improvement Plan

## Water Works



### SharePoint Expansion

**Dept. Priority:** 72

#### Description

This project will provide resources for shared services of the GCWW, MSD and SMU intranet sites into a combined utility intranet site and complete an assessment for using SharePoint for our internet site.

#### Purpose

The purpose of this project is to merge the GCWW internet site <http://TheTap> MSD internet site <http://myMSD> and SMU internet site <http://utilitas>.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	175,000	25,000	0	0	0	0	200,000
Water Works PIF Total	0	175,000	25,000	0	0	0	0	200,000
Estimated Personnel Cost	0	2,120	710	0	0	0	0	2,830

### Video Conference Equipment

**Dept. Priority:** 73

#### Description

This project will provide resources to support the collaboration of activities associated with the Joint Administration 100 Day Plan by purchasing a mobile video conferencing cart at the Richard Miller Treatment Plant and MSD - Gest St. facilities.

#### Purpose

The purpose of this project is to purchase video conferencing equipment. The equipment can reduce fuel cost to travel to attend departmental and inter-departmental meetings. Travel outside the City can be reduced by eliminating the need to be on location for instructor lead training or business meetings.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	50,000	0	0	0	0	0	50,000
Water Works PIF Total	0	50,000	0	0	0	0	0	50,000
Estimated Personnel Cost	0	710	0	0	0	0	0	710





**New Water Mains Allocation Program**

**Dept. Priority:** 74

**Description**

This project will provide resources for proposed various water main extensions as required each year for many system needs and reasons.

**Purpose**

The purpose of this project is to allow for proposed water main extensions for system looping and betterment meeting GCWW regulations, ISO standards, fire and domestic diurnal demands.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
Water Works PIF Total	0	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
Estimated Personnel Cost	0	74,920	31,770	28,600	66,720	63,550	95,320	360,880

**Gas Chromatograph for Volatile Organic Compounds Analysis**

**Dept. Priority:** 75

**Description**

This project will provide resources for the replacement of 10 year old Gas Chromatograph with Mass Spectrometer detector that is used for Volatile Organic Compounds (VOC) and Trihalomethane (THM) monitoring.

**Purpose**

The purpose of this project is to ensure continued reliable monitoring of the river plant and drinking water for trihalomethane (THM) and unknown organic contaminants.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	165,000	165,000
Water Works PIF Total	0	0	0	0	0	0	165,000	165,000
Estimated Personnel Cost	0	0	0	0	0	0	2,330	2,330

# Capital Improvement Plan

## Water Works



### Mack Tank Interior Coating

**Dept. Priority:** 77

**Description**

This project will provide resources for the replacement of the interior coating of the Mack Tank.

**Purpose**

The purpose of this project is to extend the useful life of the Mack Tank.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	351,000	0	0	0	0	0	351,000
Water Works PIF Total	0	351,000	0	0	0	0	0	351,000
Estimated Personnel Cost	0	39,650	0	0	0	0	0	39,650

### Cherry Grove Elevated Interior Coating

**Dept. Priority:** 78

**Description**

This project will provide resources for the replacement of the interior coating system at the Cherry Grove Elevated Tank.

**Purpose**

The purpose of this project is to extend the useful life of the Cherry Grove Elevated Tank.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	200,000	0	800,000	0	0	0	1,000,000
Water Works PIF Total	0	200,000	0	800,000	0	0	0	1,000,000
Estimated Personnel Cost	0	22,590	0	90,370	0	0	0	112,960

### Billing System Upgrade 2014

**Dept. Priority:** 79

**Description**

This project will provide resources for an upgrade to the current billing system beginning in 2014. The requested total over two years of \$4.9 million includes approximately \$69,000 for internal staff and GASB 51 compliance.

**Purpose**

The purpose of this project is to enhance GCWW's current Customer Information System.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,500,000	0	3,400,000	0	0	0	4,900,000
Water Works PIF Total	0	1,500,000	0	3,400,000	0	0	0	4,900,000
Estimated Personnel Cost	0	21,180	0	48,010	0	0	0	69,190



**Rehabilitate Water Mains Allocation Program**

**Dept. Priority:** 81

**Description**

This project will provide resources for various yearly projects identified by Engineering to rehabilitate key transmission water mains to improve hydraulics and save energy.

**Purpose**

The purpose of this project is to rehabilitate existing water mains, extending their lives through various physical processes like cement cleaning and lining.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
Water Works PIF Total	0	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
Estimated Personnel Cost	0	0	95,320	0	101,930	0	101,610	298,860

**Richard Miller Plant Air Handler Unit Upgrades**

**Dept. Priority:** 83

**Description**

This project will provide resources for an upgrade of the oldest, worst air handling units in the Granular Activated Carbon Building and around other Richard Miller Treatment Plant Facilities. Replacement includes controls, filters and all appurtenances.

**Purpose**

The purpose of this project is to ensure reliability of the air handling units. These units are at least 22 years old and reaching the end of their useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
Water Works PIF Total	0	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
Estimated Personnel Cost	0	8,470	8,470	16,950	16,950	16,950	16,950	84,740

# Capital Improvement Plan

## Water Works



### Roof Replacement 2014

**Dept. Priority:** 84

#### Description

This project will provide resources for a roof replacement at the Granular Activated Carbon Building.

#### Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	1,200,000	0	0	0	0	0	1,200,000
Water Works PIF Total	0	1,200,000	0	0	0	0	0	1,200,000
Estimated Personnel Cost	0	135,560	0	0	0	0	0	135,560

### Kennedy and Highland Avenues

**Dept. Priority:** 85

#### Description

This project will provide resources for a 48 inch transmission water main in Kennedy and Highland Avenues.

#### Purpose

The purpose of this project is to meet water demands of the Northeast, Brecon, Mason, Lebanon and Warren county. It will enhance water supply to the Kennedy Heights station to meet future needs per the master plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
Water Works PIF Total	0	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
Estimated Personnel Cost	0	0	17,090	27,390	138,700	133,050	0	316,230



**Convergence Infrastructure (Voice over Internet Protocol)**

**Dept. Priority:** 86

**Description**

This project will provide resources for the replacement of Convergence Infrastructure VoIP. This project will replace the PBX voice switch with Voice over IP technology.

**Purpose**

The purpose of this project is to replace the PBX voice switch with Voice over IP.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	150,000	150,000	916,000	0	0	0	1,216,000
Water Works PIF Total	0	150,000	150,000	916,000	0	0	0	1,216,000
<hr/>								
Estimated Personnel Cost	0	2,120	2,120	12,940	0	0	0	17,180

**Solar Recording Charts**

**Dept. Priority:** 87

**Description**

This project will provide resources for the placement of various recording devices around the system, accompanied by solar panels to provide the power required for the recording stations to send a continual signal back to the California Control Center.

**Purpose**

The purpose of this project is to provide a means of obtaining real time system information concerning water pressures and flows at various critical locations around the distribution water system.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	126,000	0	0	0	0	126,000
Water Works PIF Total	0	0	126,000	0	0	0	0	126,000
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Estimated Personnel Cost	0	0	14,230	0	0	0	0	14,230

# Capital Improvement Plan

## Water Works



### Constance Dosing & Monitoring

**Dept. Priority:** 88

#### Description

This project will provide resources to optimize the chlorine dosage at Constance Pump Station.

#### Purpose

The purpose of this project is to optimize the chlorine feeding at the point of injection. This will reduce dosage fluctuations at the station.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	26,000	0	0	0	0	26,000
Water Works PIF Total	0	0	26,000	0	0	0	0	26,000
Estimated Personnel Cost	0	0	1,620	0	0	0	0	1,620

### Richard Miller Plant Virtual Environment Replacement

**Dept. Priority:** 89

#### Description

This project will provide resources for a Virtual Environment Replacement at the Richard Miller Treatment Plant.

#### Purpose

The purpose of this project is to replace the virtual server environment at RMTP. This is needed as the system has reached the end of its lifecycle and receives limited support. The replacement includes the blade chassis, integrated networking components, and several of the blade servers.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	150,000	0	0	0	150,000
Water Works PIF Total	0	0	0	150,000	0	0	0	150,000
Estimated Personnel Cost	0	0	0	2,120	0	0	0	2,120



**Chester Park Complex Network Upgrade**

**Dept. Priority:** 90

**Description**

This project will provide resources for the replacement of the current network hardware with new equipment.

**Purpose**

The purpose of this project is to ensure adequate coverage. The Chester Park network hardware warranty expired and the equipment has reached it's end of useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	250,000	0	0	0	250,000
Water Works PIF Total	0	0	0	250,000	0	0	0	250,000
Estimated Personnel Cost	0	0	0	3,530	0	0	0	3,530

**Backup Power Generator - Western Hills**

**Dept. Priority:** 91

**Description**

This project will provide resources for an onsite standby generator system to the Western Hills Pump Station.

**Purpose**

The purpose of this project is to ensure Water Works system reliability and service to customers by providing a backup power source which could be used in case of a power outage.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	885,000	2,210,000	0	0	3,095,000
Water Works PIF Total	0	0	0	885,000	2,210,000	0	0	3,095,000
Estimated Personnel Cost	0	0	0	12,500	141,210	0	0	153,710

# Capital Improvement Plan

## Water Works



### Document Management Upgrade

**Dept. Priority:** 92

#### Description

This project will provide resources for implementation of an upgrade to the Hyland Software for the current OnBase document management software.

#### Purpose

The purpose of this project is to upgrade the document management software in order to take advantage of new software releases.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	50,000	0	0	0	50,000
Water Works PIF Total	0	0	0	50,000	0	0	0	50,000
Estimated Personnel Cost	0	0	0	710	0	0	0	710

### Control Valve at Riverside Drive

**Dept. Priority:** 93

#### Description

This project will provide resources for the installation of 60 flow control valves at Riverside Dr.

#### Purpose

The purpose of this project is to adjust flow by bypassing the Eden Park reservoir.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	250,000	0	0	0	250,000
Water Works PIF Total	0	0	0	250,000	0	0	0	250,000
Estimated Personnel Cost	0	0	0	3,530	0	0	0	3,530





**Carbon Transfer Pump Upgrade 2015-2017**

**Dept. Priority:** 94

**Description**

This project will provide resources to complete the carbon transfer pump upgrade program initiated in 2009.

**Purpose**

The purpose of this project is to replace the remaining high-usage pumps in 2015 and 2017. The abrasive nature of granular activated carbon has increased the maintenance and decreased the useful life of these pumps.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	50,000	0	50,000	0	100,000
Water Works PIF Total	0	0	0	50,000	0	50,000	0	100,000
Estimated Personnel Cost	0	0	0	4,240	0	4,240	0	8,480

**Meter Interface Units (MIU) 2015**

**Dept. Priority:** 95

**Description**

This project will provide resources for the replacement of Meter Interface Units.

**Purpose**

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	1,043,000	0	0	0	1,043,000
Water Works PIF Total	0	0	0	1,043,000	0	0	0	1,043,000
Estimated Personnel Cost	0	0	0	14,730	0	0	0	14,730

# Capital Improvement Plan

## Water Works



### 2015 Tank Coating

**Dept. Priority:** 96

**Description**

This project will provide resources for exterior tank coating at the Wardall and Pleasant Run Tanks.

**Purpose**

The purpose of this project is to extend the useful life of the Wardall and Pleasant Run Tanks.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	1,350,000	0	0	0	1,350,000
Water Works PIF Total	0	0	0	1,350,000	0	0	0	1,350,000
Estimated Personnel Cost	0	0	0	152,510	0	0	0	152,510

### Eden Park Drive - Fulton to Reading

**Dept. Priority:** 97

**Description**

This project will provide resources for a 100 year old discharge main from Eden Park Reservoir. This is identified as EH 1 and EH 3 in 2010 Master plan.

**Purpose**

The purpose of this project is to replace a 100 year old discharge main from Eden Park Reservoir. This is identified as EH 1 and EH 3 in the 2010 All Pipes Master plan. This project is one section of a multi phase project to replace this aging infrastructure from Eden Park Pump to McMillan Avenue and provides service to Eastern Hills service area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	400,000	1,300,000	1,000,000	0	2,700,000
Water Works PIF Total	0	0	0	400,000	1,300,000	1,000,000	0	2,700,000
Estimated Personnel Cost	0	0	0	24,850	113,280	104,810	0	242,940



**Eden Park Feeder 4**

**Dept. Priority:** 98

**Description**

This project will provide resources for the replacement of the existing Eastern Hills Discharge feeder from Eden Park Pump Station in Eden Park Drive from Fulton to Gilbert. It is identified as EH 2A in the 2010 Master plan.

**Purpose**

The purpose of this project is to provide better service by replacing and upgrading the Eastern Hills Discharge Feeder from Eden Park Reservoir and Pump Station. It is reaching the end of its design life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
Water Works PIF Total	0	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
Estimated Personnel Cost	0	0	0	12,430	113,280	113,280	71,990	310,980

**Queen City Ave - Western Hills Viaduct to WH Pump Station**

**Dept. Priority:** 99

**Description**

This project will provide resources for a water main on Queen City Avenue, from Western Hills Viaduct to Western Hills Pump Station.

**Purpose**

The purpose of this project is to replace aging infrastructure in conjunction with the MSD Lick Run project. The suction line to Western Hills Pump Station is nearing end of life and can be replaced in part with another improvement project. It is identified as CE 1C in the 2010 Master plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
Water Works PIF Total	0	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
Estimated Personnel Cost	0	0	0	31,070	31,070	113,280	84,700	260,120

# Capital Improvement Plan

## Water Works



### Roof Replacement 2015

**Dept. Priority:** 100

**Description**

This project will provide resources for a roof replacement at the Lamella Building.

**Purpose**

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	1,000,000	0	0	0	1,000,000
Water Works PIF Total	0	0	0	1,000,000	0	0	0	1,000,000
Estimated Personnel Cost	0	0	0	112,970	0	0	0	112,970

### Glenway - Warsaw to Overlook

**Dept. Priority:** 101

**Description**

This project will provide resources for a 16 inch replacement water main upgrade through the Price Hill and Westwood areas of the city.

**Purpose**

The purpose of this project is to better supply water along the primary corridor of Western Hills within the city. It is part of the master plan to improve arterial water supply through Price Hill and Westwood.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	300,000	1,500,000	1,200,000	0	3,000,000
Water Works PIF Total	0	0	0	300,000	1,500,000	1,200,000	0	3,000,000
Estimated Personnel Cost	0	0	0	19,060	97,750	93,510	0	210,320

### Fields Ertel Road Check Valve

**Dept. Priority:** 102

**Description**

This project will provide resources for the installation of check valves at Fields Ertel and Montgomery Road.

**Purpose**

The purpose of this project is to maintain pressure near Brecon Tank.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	100,000	0	0	0	100,000
Water Works PIF Total	0	0	0	100,000	0	0	0	100,000
Estimated Personnel Cost	0	0	0	11,300	0	0	0	11,300



**Bolton Plant Influent Flume Bypass**

**Dept. Priority:** 103

**Description**

This project will provide resources for a means to bypass the existing influent flume to allow maintenance needs to take place without having to shut down the entire water treatment plant.

**Purpose**

The purpose of this project is to provide a means to bypass the existing influent flume to meet maintenance needs while maintaining the ability to produce a reasonable amount of water to satisfy operational needs during low system demand periods. This project will avoid having to shut down the entire treatment plant for several days during such maintenance and will improve redundancy within the plant from a water supply standpoint.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	419,000	600,000	0	0	1,019,000
Water Works PIF Total	0	0	0	419,000	600,000	0	0	1,019,000
Estimated Personnel Cost	0	0	0	47,330	67,780	0	0	115,110

**Dehumidification System - Miller Plant**

**Dept. Priority:** 104

**Description**

This project will provide resources for the upgrade of two dehumidifiers in the Filter Building at the Richard Miller Treatment Plant. They are asset number S-0163 and S-0164.

**Purpose**

The purpose of this project is to ensure a reliable method for controlling the environment throughout the plant. This will prevent piping corrosion, chemical caking, etc. The current systems were upgraded in 1990.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	300,000	0	0	300,000
Water Works PIF Total	0	0	0	0	300,000	0	0	300,000
Estimated Personnel Cost	0	0	0	0	25,420	0	0	25,420

# Capital Improvement Plan

## Water Works



### Richard Miller Treatment Plant Network Upgrade

**Dept. Priority:** 105

**Description**

This project will provide resources for a Richard Miller Treatment Plant Network Upgrade.

**Purpose**

The purpose of this project is to provide adequate coverage. The Richard Miller Treatment Plant network hardware warranty expires and the equipment has reached it's end of useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	250,000	0	0	250,000
Water Works PIF Total	0	0	0	0	250,000	0	0	250,000
Estimated Personnel Cost	0	0	0	0	3,530	0	0	3,530

### Main Station Backup Generator

**Dept. Priority:** 106

**Description**

This project will provide resources for a backup power system at the Main Station.

**Purpose**

The purpose of this project is to provide emergency power to the Eastern Hills and Central Service pumps in the event of a power outage.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	450,000	1,500,000	2,250,000	4,200,000
Water Works PIF Total	0	0	0	0	450,000	1,500,000	2,250,000	4,200,000
Estimated Personnel Cost	0	0	0	0	50,840	141,210	141,210	333,260



**Upgrade Powdered Activated Carbon Storage and Feed System**

**Dept. Priority:** 107

**Description**

This project will provide resources for the upgrade to the existing powdered activated carbon (PAC) slurry storage system to dry storage.

**Purpose**

The purpose of this project is to improve ease of operation, trouble-free startup of equipment in spite of intermittent usage, actual dose delivery, and to retain the quality of powdered activated carbon (PAC) iodine number and maintain a consistent slurry strength.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	414,000	1,017,000	0	1,431,000
Water Works PIF Total	0	0	0	0	414,000	1,017,000	0	1,431,000
Estimated Personnel Cost	0	0	0	0	5,850	14,360	0	20,210

**Chem East Concrete Repair**

**Dept. Priority:** 108

**Description**

This project will provide resources for removal of existing deteriorated concrete and reinforcing steel and replacement at various locations around the building.

**Purpose**

The purpose of this project is to extend the life of the building by replacing deteriorated concrete.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	481,000	259,000	0	740,000
Water Works PIF Total	0	0	0	0	481,000	259,000	0	740,000
Estimated Personnel Cost	0	0	0	0	54,340	29,260	0	83,600

**Tapered Screw Conveyor - Miller Plant**

**Dept. Priority:** 109

**Description**

This project will provide resources for the upgrade of the screw auger on the tapered spiral screw conveyor that moves chemicals, lime and iron, from the storage hoppers into the slakers or chemical feeders.

**Purpose**

The purpose of this project is to extend the useful life and reduce the cycle time needed to keep the chemical feeder equipment full at the Chem East Building. The screw conveyor is 40 years old and the useful life of

# Capital Improvement Plan



## Water Works

the existing equipment has been exceeded. This tapered spiral screw conveyor feeds other chemical feed systems which are critical to the Water Works operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	75,000	0	0	75,000
Water Works PIF Total	0	0	0	0	75,000	0	0	75,000
Estimated Personnel Cost	0	0	0	0	6,350	0	0	6,350

## Lamella Sludge Collector Drives

**Dept. Priority:** 110

### Description

This project will provide resources for the replacement of sludge collector drives in basins 2 to 6 in the Lamella facility at the Richard Miller Treatment Plant.

### Purpose

The purpose of this project is to ensure the reliability of the sludge collector drives in the Lamella facility. They are nearing the end of their useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	75,000	75,000	0	150,000
Water Works PIF Total	0	0	0	0	75,000	75,000	0	150,000
Estimated Personnel Cost	0	0	0	0	6,350	6,350	0	12,700

## Gas Chromatograph for Synthetic Organic Compound Analysis

**Dept. Priority:** 111

### Description

This project will provide resources for the replacement of 10 year-old laboratory instrument gas chromatograph with mass spectrophotometer that is used for monitoring synthetic organic compounds, such as pesticides and Homeland Security related compounds, with the most current and reliable version.

### Purpose

The purpose of this project is to ensure reliable monitoring of synthetic organic compounds, such as pesticides, in the water.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	150,000	0	0	150,000
Water Works PIF Total	0	0	0	0	150,000	0	0	150,000
Estimated Personnel Cost	0	0	0	0	2,120	0	0	2,120





**2016 Tank Coating**

**Dept. Priority:** 112

**Description**

This project will provide resources for a top coating of the Cherry Grove Elevated Tank.

**Purpose**

The purpose of this project is to extend the useful life of the Cherry Grove Elevated Tank.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	250,000	0	0	250,000
Water Works PIF Total	0	0	0	0	250,000	0	0	250,000
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Estimated Personnel Cost	0	0	0	0	28,240	0	0	28,240

**Meter Interface Units (MIU)**

**Dept. Priority:** 113

**Description**

This project will provide resources for the replacement of Meter Interface Units.

**Purpose**

The purpose of this project is to ensure the reliability of the Meter Interface Units, MIU's. The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	842,000	0	0	842,000
Water Works PIF Total	0	0	0	0	842,000	0	0	842,000
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Estimated Personnel Cost	0	0	0	0	11,890	0	0	11,890

**SCADA Human Machine Interface Upgrade**

**Dept. Priority:** 114

**Description**

This project will provide resources for the upgrade of the software for the human-machine interface (HMI) of our Supervisory Control and Data Acquisition, SCADA system.

**Purpose**

The purpose of this project is to upgrade the software for the human-machine interface HMI of our Supervisory Control and Data Acquisition SCADA system. The last upgrade was in 2006 and vendor support for the current system version has decreased. Also, we will need to keep up with industry enhancements,

# Capital Improvement Plan



## Water Works

expansion needs, and monitoring equipment technology. Related hardware such as servers, network switches, etc. will also be upgraded.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	200,000	1,000,000	300,000	1,500,000
Water Works PIF Total	0	0	0	0	200,000	1,000,000	300,000	1,500,000
Estimated Personnel Cost	0	0	0	0	16,950	84,730	25,420	127,100

## Millcreek Crossing at Western Hills Viaduct

**Dept. Priority:** 115

### Description

This project will provide resources for a water main on Millcreek Crossing at the Western Hills Viaduct.

### Purpose

The purpose of this project is to replace a 36" transmission water main suspended on the Western Hills Viaduct. The existing 36" main currently resides in a concrete structure cantilevered off the north face of the WHV. This structure is nearing 90 years of age and is failing. This transmission main is the primary source of supply to the Western Hills Pump Station that provides service to the Western Hills service area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	500,000	500,000	1,500,000	2,500,000
Water Works PIF Total	0	0	0	0	500,000	500,000	1,500,000	2,500,000
Estimated Personnel Cost	0	0	0	0	31,070	31,070	74,810	136,950

## Bolton Plant Air Handler Unit Upgrades

**Dept. Priority:** 116

### Description

This project will provide resources for an upgrade of four 35 year old air handler units, including cabinet filters, fan condensing coil, vibration isolation mounts, duct thermostat and controls.

### Purpose

The purpose of this project is to ensure reliability of air handling equipment at the Charles M. Bolton Plant. Existing TRANE units were last replaced in 1978.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	80,000	0	0	80,000
Water Works PIF Total	0	0	0	0	80,000	0	0	80,000
Estimated Personnel Cost	0	0	0	0	6,780	0	0	6,780



**Richard Miller Plant Wash Water Pump Upgrades**

**Dept. Priority:** 117

**Description**

This project will provide resources for an upgrade or replacement of 6 wash water pumps located in the front of the Filter Building.

**Purpose**

The purpose of this project is to ensure the reliability of 6 wash water pumps located in the front of the Filter Building.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	50,000	60,000	60,000	170,000
Water Works PIF Total	0	0	0	0	50,000	60,000	60,000	170,000
Estimated Personnel Cost	0	0	0	0	4,240	5,080	5,080	14,400

**Lamella Sludge Pumps #2 to #9**

**Dept. Priority:** 118

**Description**

This project will provide resources for the replacement of sludge pumps #2 to #9 at the Lamella facility at the Richard Miller Treatment Plant.

**Purpose**

The purpose of this project is to ensure the reliability of the sludge pumps in the Lamella facility. They are nearing the end of their useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	150,000	150,000	0	300,000
Water Works PIF Total	0	0	0	0	150,000	150,000	0	300,000
Estimated Personnel Cost	0	0	0	0	12,710	12,710	0	25,420

# Capital Improvement Plan

## Water Works



### Bolton Plant Lime Feeder No. 1 & 4

**Dept. Priority:** 119

**Description**

This project will provide resources for an upgrade to the two oldest lime slakers and feeder equipment at the Charles M. Bolton Plant. It will also upgrade the stainless steel construction and PLC control.

**Purpose**

The purpose of this project is to ensure the reliability of the lime feed system at the Charles M. Bolton Plant. The Charles M. Bolton Plant is a lime soda softening plant with the need to ensure that lime feed equipment is fully functional with reliable backup.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	308,000	0	0	308,000
Water Works PIF Total	0	0	0	0	308,000	0	0	308,000
Estimated Personnel Cost	0	0	0	0	26,100	0	0	26,100

### Bolton Plant Comprehensive Reliability Program

**Dept. Priority:** 120

**Description**

This project will provide resources for preliminary design engineering for numerous projects to improve reliability redundancy and plant capacity. Some improvements include the following projects - New 5MG clear well reservoir - Redundant Influent Flume connections to allow for plant maintenance and emergency purposes - Well upgrades 4 and new 13 as well as second well field discharge line increased capacity by reducing head loss and redundant lined - Water Quality Lab upgrades and remodeling no significant improvements since plant went online in 1976.

**Purpose**

The purpose of this project is to provide preliminary design engineering for numerous projects to improve reliability redundancy and plant capacity.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	597,000	0	0	597,000
Water Works PIF Total	0	0	0	0	597,000	0	0	597,000
Estimated Personnel Cost	0	0	0	0	67,440	0	0	67,440



**Roof Replacement 2016**

**Dept. Priority:** 121

**Description**

This project will provide resources for a new roof over a facility to be determined. Project will include removal of the existing roof and installation of new roof.

**Purpose**

The purpose of this project is to protect the interior contents of buildings.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	600,000	0	0	600,000
Water Works PIF Total	0	0	0	0	600,000	0	0	600,000
Estimated Personnel Cost	0	0	0	0	37,280	0	0	37,280

**Bolton Plant Lime Residual Site Work**

**Dept. Priority:** 122

**Description**

This project will provide resources for the construction of the holding lagoon adjacent to the existing site for disposing of lime residual from CMBP softening process.

**Purpose**

The purpose is to provide a location for placement of spent lime residual solids at the Charles Bolton Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	230,000	1,110,000	1,200,000	2,540,000
Water Works PIF Total	0	0	0	0	230,000	1,110,000	1,200,000	2,540,000
Estimated Personnel Cost	0	0	0	0	25,980	125,390	105,910	257,280

# Capital Improvement Plan

## Water Works



### Well Pumps - Bolton Plant

**Dept. Priority:** 123

**Description**

This project will provide resources for the replacement of the original submersible well pumps that were installed in 1978. Two well pumps per year will be replaced and upgraded with more modern equipment over a 5 year period.

**Purpose**

The purpose of this project is to ensure reliable pumpage from the well field by making upgrades with more modern equipment.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	40,000	40,000	40,000	120,000
Water Works PIF Total	0	0	0	0	40,000	40,000	40,000	120,000
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Estimated Personnel Cost	0	0	0	0	3,390	3,390	3,390	10,170

### Miller Plant Filter Building Boiler Replacement

**Dept. Priority:** 124

**Description**

This project will provide resources for the upgrade of the existing 35-year old boilers, including the controls, feed water and chemical feeder systems in the filter building of the surface water treatment plant. This equipment provides steam heating for the Filter Building, including the Water Quality and Treatment laboratories and offices.

**Purpose**

The purpose of this project is to provide reliable heating for the Filter Building, including the Water Quality laboratories and offices.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	120,000	0	0	120,000
Water Works PIF Total	0	0	0	0	120,000	0	0	120,000
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Estimated Personnel Cost	0	0	0	0	10,170	0	0	10,170



**Furnace Air Compressor - Miller Plant**

**Dept. Priority:** 125

**Description**

This project will provide resources for the upgrade of one of the three screw type air compressors that supply house air for the pneumatic valves and other plant processes.

**Purpose**

The purpose of this project is to ensure that the screw type furnace air compressors remain reliable during the critical furnace regeneration campaigns. This equipment has traditionally required significant maintenance.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	50,000	0	0	50,000
Water Works PIF Total	0	0	0	0	50,000	0	0	50,000
Estimated Personnel Cost	0	0	0	0	4,240	0	0	4,240

**Miller Plant Caustic Soda Storage Tank Replacement**

**Dept. Priority:** 126

**Description**

This project will provide resources for the replacement of the caustic soda storage tank at the Richard Miller Treatment Plant.

**Purpose**

The purpose of this project is ensure the reliability of the caustic soda storage tank. Caustic soda is a chemical added in the final treatment steps of drinking water. The caustic soda storage consists of six 6 fiberglass bulk storage tanks. The typical life of a chemical storage tank is approximately fifteen 15 years. Timely replacement of the caustic storage day tanks is required to have reliable storage.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	120,000	0	0	120,000
Water Works PIF Total	0	0	0	0	120,000	0	0	120,000
Estimated Personnel Cost	0	0	0	0	10,170	0	0	10,170

# Capital Improvement Plan

## Water Works



### Miller Plant Iron Feeder Upgrade

**Dept. Priority:** 127

**Description**

This project will provide resources for the upgrade of the ferric sulfate chemical feed system at the surface water treatment plant. This upgrade includes controls and monitoring equipment.

**Purpose**

The purpose of this project is to maintain equipment operation reliability. Previous upgrade occurred in 2001-2002.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	300,000	0	0	300,000
Water Works PIF Total	0	0	0	0	300,000	0	0	300,000
Estimated Personnel Cost	0	0	0	0	25,420	0	0	25,420

### Booster Chlorination in Distribution System

**Dept. Priority:** 128

**Description**

This project will provide resources for a booster chlorination station in the distribution system to increase free chlorine residual in the water serving customers in remote areas where low chlorine residual is frequently observed. The station consists of chemical injection pumps, chemical storage, influent and effluent monitors for flow rate and water quality, including free chlorine and pipes connected to water mains. The station is remotely monitored and operated through the Supervisory Control and Data Acquisition system.

**Purpose**

The purpose of this project is to add sodium hypochlorite to boost free chlorine residual in the water serving customers at remote areas.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	750,000	0	0	750,000
Water Works PIF Total	0	0	0	0	750,000	0	0	750,000
Estimated Personnel Cost	0	0	0	0	10,590	0	0	10,590





**Spring Grove - Western to Draper**

**Dept. Priority:** 129

**Description**

This project will provide resources for the replacement of the existing 36 inch transmission main in Spring Grove and Western Ave.

**Purpose**

The purpose of this project is to ensure reliable service to the Western Hills Station. The transmission main has reached the end of its design life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	200,000	200,000	1,600,000	2,000,000
Water Works PIF Total	0	0	0	0	200,000	200,000	1,600,000	2,000,000
Estimated Personnel Cost	0	0	0	0	12,430	12,430	76,230	101,090

**Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station**

**Dept. Priority:** 130

**Description**

This project will provide resources for a 48 inch suction transmission water main for the Kennedy Heights station. It will replace the old feeder to the station.

**Purpose**

The purpose of this project is to enhance water supply to the Kennedy Heights station, which supplies the northeast, Brecon, Mason, Lebanon, and Warren county.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	200,000	200,000	2,300,000	2,700,000
Water Works PIF Total	0	0	0	0	200,000	200,000	2,300,000	2,700,000
Estimated Personnel Cost	0	0	0	0	2,820	2,820	86,110	91,750

**Call Center Equipment 2016**

**Dept. Priority:** 131

**Description**

This project will provide resources for the expansion and upgrade of features and functions related to the Commercial Services Division's Call Center operations. It will provide software and hardware upgrades and

# Capital Improvement Plan



## Water Works

improvements for information technology systems as well as new equipment requirements related to phone systems, wall boards, and workforce management functions.

### Purpose

The purpose of this project is to improve our customer service delivery by delivering a long-term comprehensive customer solution for GCWW. This project helps to achieve some of the technology solutions outlined in the Information Technology Strategic Plan.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	876,000	2,044,000	0	2,920,000
Water Works PIF Total	0	0	0	0	876,000	2,044,000	0	2,920,000
Estimated Personnel Cost	0	0	0	0	24,740	57,730	0	82,470

## Richard Miller Plant Air Conditioner Upgrades

Dept. Priority: 132

### Description

This project will provide resources for an upgrade or replacement of Air Conditioning Units at various Richard Miller Treatment Plant Facilities. This includes controls, ducting and electric conduit and wire.

### Purpose

The purpose of this project is to ensure the reliability of the air conditioning units at various Richard Miller Treatment Plant Facilities.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	45,000	45,000	45,000	135,000
Water Works PIF Total	0	0	0	0	45,000	45,000	45,000	135,000
Estimated Personnel Cost	0	0	0	0	3,810	3,810	3,810	11,430

## Electric Panel and Lighting Upgrades

Dept. Priority: 133

### Description

This project will provide resources for an upgrade to existing electric lighting panels, indoor and outdoor lights, including conduit and wire between the devices, at the Richard Miller Treatment Plant and other facilities.

### Purpose

The purpose of this project is to maintain reliability of the lighting at various Water Works facilities.

Phases	Prior Year	FY 2013-2019						Total
		FY 2013/2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Other	0	0	0	0	50,000	50,000	50,000	150,000
Water Works PIF Total	0	0	0	0	50,000	50,000	50,000	150,000
Estimated Personnel Cost	0	0	0	0	4,240	4,240	4,240	12,720



**Richard Miller Plant Electric Heater Upgrade Program**

**Dept. Priority:** 134

**Description**

This project will provide resources for an upgrade or replacement of 30 year old electric heating equipment at various locations around the Richard Miller Treatment Plant. This equipment includes controls, thermostats and associated wiring.

**Purpose**

The purpose of this project is to ensure the reliability of electric heating equipment. The equipment is nearing the end of its useful life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	50,000	50,000	50,000	150,000
Water Works PIF Total	0	0	0	0	50,000	50,000	50,000	150,000
Estimated Personnel Cost	0	0	0	0	4,240	4,240	4,240	12,720

**Roof Replacement 2017**

**Dept. Priority:** 135

**Description**

This project will provide resources for the replacement of various roofs.

**Purpose**

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	400,000	0	400,000
Water Works PIF Total	0	0	0	0	0	400,000	0	400,000
Estimated Personnel Cost	0	0	0	0	0	45,190	0	45,190

# Capital Improvement Plan

## Water Works



### Eggleston - 9th to Central

**Dept. Priority:** 136

#### Description

This project will provide resources for the replacement of the existing 48 inch transmission main in Eggleston and 9th.

#### Purpose

The purpose of this project is to provide better service in the critical central area. The infrastructure is nearing the end of its design life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	500,000	1,000,000	1,500,000
Water Works PIF Total	0	0	0	0	0	500,000	1,000,000	1,500,000
Estimated Personnel Cost	0	0	0	0	0	31,070	67,750	98,820

### Contamination Warning System Replacement

**Dept. Priority:** 137

#### Description

This project will provide resources for the replacement of the existing monitors on the contamination warning system.

#### Purpose

The purpose of this project to maintain performance of the contamination warning system by replacing the existing monitors over their service life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	20,000	674,000	694,000
Water Works PIF Total	0	0	0	0	0	20,000	674,000	694,000
Estimated Personnel Cost	0	0	0	0	0	280	9,520	9,800



**Bolton Well Field Expansion II**

**Dept. Priority:** 138

**Description**

This project includes the installation of a parallel raw water transmission main from the well field to the plant to provide additional hydraulic capacity. The project also includes the replacement of well #4, which has a collapsed screen.

**Purpose**

The purpose of this project is to expand the amount of water taken from the well field to provide for a more redundant supply and to meet future demand.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	1,380,000	0	1,380,000
Water Works PIF Total	0	0	0	0	0	1,380,000	0	1,380,000
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Estimated Personnel Cost	0	0	0	0	0	105,910	0	105,910

**Replace Total Organic Halide (TOX) Analyzer**

**Dept. Priority:** 139

**Description**

This project will provide resources for the replacement of a total organic halide (TOX) analyzer that is over 10 years old.

**Purpose**

The purpose of this project is to ensure reliable monitoring of total organic halide (TOX). The detection of this compound is extremely important to our water quality and must meet Surface Water Treatment Rules.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	60,000	0	60,000
Water Works PIF Total	0	0	0	0	0	60,000	0	60,000
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Estimated Personnel Cost	0	0	0	0	0	850	0	850

# Capital Improvement Plan

## Water Works



### Variable Frequency Drive Replacements

**Dept. Priority:** 140

#### Description

This project will provide resources for the replacement of the resistor bank with variable frequency drive, VFD, at large facilities with large pumps.

#### Purpose

The purpose of this project is to update resistor banks that are aging and have technology that is obsolete. Several failures of that equipment have recently occurred: resistor banks for high service pumps 3 and 4 at the Bolton Plant in 2010 and 2012. Replacement is estimated to cost \$500,000 per motor.

Phases	Prior Year	FY 2013-2019					FY 2013-2019	
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	0	0	0	0	0	500,000	500,000	1,000,000
Water Works PIF Total	0	0	0	0	0	500,000	500,000	1,000,000
Estimated Personnel Cost	0	0	0	0	0	42,360	42,360	84,720

### Liberty - Winchell to Reading 42" Water Main

**Dept. Priority:** 141

#### Description

This project will provide resources for a 42 inch water main on Liberty St, from Winchell to Reading.

#### Purpose

The purpose of this project is to install a new 42 inch main to replace the existing 36" main in the existing transit tunnel under Central Parkway. This segment is part of a multi phase project.

Phases	Prior Year	FY 2013-2019					FY 2013-2019	
		2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Other	0	0	0	0	0	200,000	1,000,000	1,200,000
Water Works PIF Total	0	0	0	0	0	200,000	1,000,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	12,430	67,750	80,180

### Backup Control Center - Miller Plant

**Dept. Priority:** 142

#### Description

This project will provide resources for a backup control center that is physically separate from the California Control Center located at the Richard Miller Treatment Plant. This project would investigate potential locations within the GCWW service area and make a recommendation as to a location. It will address modifications required to the communications network, the selected facility and the SCADA system itself. If the study recommendations are accepted, the study would be followed by a design phase and a construction phase.

#### Purpose

The purpose of this project is to reduce GCWW's vulnerability in case the California Control Center is lost or unavailable for any reason. The control center at the Richard Miller Treatment Plant is the center of opera-



tion for both the water treatment facility and the water distribution system. In the event of a catastrophic event at the Richard Miller Treatment Plant there is no other location to provide water distribution system operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	200,000	140,000	340,000
Water Works PIF Total	0	0	0	0	0	200,000	140,000	340,000
Estimated Personnel Cost	0	0	0	0	0	16,950	11,860	28,810

**Meter Interface Units Replacement 2017**

**Dept. Priority:** 143

**Description**

This project will provide resources for the replacement of Meter Interface Units.

**Purpose**

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	1,800,000	0	1,800,000
Water Works PIF Total	0	0	0	0	0	1,800,000	0	1,800,000
Estimated Personnel Cost	0	0	0	0	0	25,420	0	25,420

**Wellhead Protection Monitor Wells 3**

**Dept. Priority:** 144

**Description**

This project will provide resources for additional ground water monitor wells for the on-going wellhead protection area re-delineation project.

**Purpose**

The purpose of this project is to ensure effective monitoring of groundwater wells for wellhead protection program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	75,000	0	75,000
Water Works PIF Total	0	0	0	0	0	75,000	0	75,000
Estimated Personnel Cost	0	0	0	0	0	1,060	0	1,060

# Capital Improvement Plan

## Water Works



### Cornell - Cornell Pump Station to Reed Hartman

**Dept. Priority:** 145

#### Description

This project will provide resources to install a new transmission main on Cornell Road, from the Cornell Pump Station to Reed Hartman Highway.

#### Purpose

The purpose of this project is to meet increasing demands in Brecon Service area. It is identified as BR 7 in 2010 Master plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	250,000	250,000	500,000
Water Works PIF Total	0	0	0	0	0	250,000	250,000	500,000
Estimated Personnel Cost	0	0	0	0	0	15,530	15,530	31,060

### Cornell - Sharon to Cornell Pump Station

**Dept. Priority:** 146

#### Description

This project will provide resources for the installation of a transmission main on Cornell Road, from Sharon Road to the Cornell Pump Station.

#### Purpose

The purpose of this project is to provide redundancy and capacity to the Cornell Pump Station and Brecon.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	400,000	600,000	1,000,000
Water Works PIF Total	0	0	0	0	0	400,000	600,000	1,000,000
Estimated Personnel Cost	0	0	0	0	0	24,850	37,280	62,130





**Pete Rose Way - Eggleston to Broadway**

**Dept. Priority:** 147

**Description**

This project will provide resources for a 48 inch transmission main in Pete Rose Way to complete the transmission system from the pump station through downtown to Constance.

**Purpose**

The purpose of this project is to provide better service through completion of the transmission mains through the downtown area.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	200,000	1,000,000	1,200,000
Water Works PIF Total	0	0	0	0	0	200,000	1,000,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	12,430	67,750	80,180

**Roof Replacement 2018**

**Dept. Priority:** 148

**Description**

This project will provide resources for the replacement of various roofs.

**Purpose**

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	400,000	400,000
Water Works PIF Total	0	0	0	0	0	0	400,000	400,000
Estimated Personnel Cost	0	0	0	0	0	0	45,190	45,190

# Capital Improvement Plan

## Water Works



### Queen City Railyard

**Dept. Priority:** 149

#### Description

This project will provide resources for the replacement of the existing transmission system in Queen City and Railyard. This is a 30 inch suction line.

#### Purpose

The purpose of this project is to ensure reliable service for Western Hills Pumping Station in Queen City and the railyard since these lines are nearing the end of their design life.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

### Gas Chromatograph Flame Ionization Detector

**Dept. Priority:** 150

#### Description

This project will provide resources to replace the existing Gas Chromatograph Flame Ionization Detector (GCFID).

#### Purpose

The purpose of this project is to replace the existing gas chromatograph (GC FID). The existing unit is aging and will be at the end of its useful life. This analytical equipment is needed to maintain our water quality standards.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	120,000	120,000
Water Works PIF Total	0	0	0	0	0	0	120,000	120,000
Estimated Personnel Cost	0	0	0	0	0	0	1,700	1,700



**Gas Chromatograph with Mass Spectrometer for Tastes and Odor**

**Dept. Priority:** 151

**Description**

This project will provide resources for a laboratory analytical instrument, gas chromatograph with mass spectrometer.

**Purpose**

The purpose of this project is to be able to effectively monitor semi volatile organic compounds in the water for compliance with future drinking water regulations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	115,000	0	0	0	0	115,000
Water Works PIF Total	0	0	115,000	0	0	0	0	115,000
Estimated Personnel Cost	0	0	1,620	0	0	0	0	1,620

**Ion Coupled Plasma Mass Spectrophotometer**

**Dept. Priority:** 152

**Description**

This project will provide resources to replace the existing Ion Coupled Plasma Mass Spectrophotometer (ICPMS) for metals analysis.

**Purpose**

The purpose of this project is to replace the existing Ion Coupled Plasma Mass Spectrophotometer (ICPMS) for metals analysis. The existing unit is aging and will be at the end of its useful life. This analytical equipment is needed to maintain our water quality standards.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	190,000	190,000
Water Works PIF Total	0	0	0	0	0	0	190,000	190,000
Estimated Personnel Cost	0	0	0	0	0	0	2,680	2,680

# Capital Improvement Plan

## Water Works



### Reading Road & Eden Park Drive Water Main

**Dept. Priority:** 153

#### Description

This project will provide resources for the installation of a 42 inch water main and 12 inch water main. It will also replace a 20 inch water main. This project appears as EH 4 in the 2010 Master plan.

#### Purpose

The purpose of this project is to provide redundancy to the critical main discharge of Eden Park Pump station.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430

### McMillan Avenue - Essex to Clifton

**Dept. Priority:** 154

#### Description

This project will provide resources for a 36 inch transmission replacement in McMillan Avenue, from Essex to Clifton.

#### Purpose

The purpose of this project is to provide reliable service to a critical city water main.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070



**McMillan and May Streets**

**Dept. Priority:** 155

**Description**

This project will provide resources for a 48 inch transmission water main and replacement of an existing 36 inch water main in the Clifton Uptown Area and hospital medical areas.

**Purpose**

The purpose of this project is to improve water service to the Clifton Uptown areas and hospital medical areas. This transmission upgrade is vital to the core water system and discharge of the Eden Reservoir to Winton Reservoir supply.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

**Miller Plant Lime Feeder No. 1 & 4 Upgrade**

**Dept. Priority:** 156

**Description**

This project will provide resources for the upgrade of the oldest lime slaker and feeder equipment at the surface water treatment plant.

**Purpose**

The purpose of this project is to maintain system reliability and water treatment consistency. Lime is a chemical used in water treatment to adjust the acidity of the water. The equipment to be replaced is the oldest of the four lime feeders. Previous upgrades for the lime slakers occurred in 2004.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	16,950	16,950

# Capital Improvement Plan

## Water Works



### Richard Miller Treatment Plant Reservoir #1 Cascade Repair

**Dept. Priority:** 157

**Description**

This project will provide resources for performing repair work on the cascade in reservoir #1 at the Richard Miller Treatment Plant.

**Purpose**

The purpose of this project is to repair the deteriorating cascade in Reservoir #1 at the Richard Miller Treatment Plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	100,000	100,000
Water Works PIF Total	0	0	0	0	0	0	100,000	100,000
Estimated Personnel Cost	0	0	0	0	0	0	6,210	6,210

### Bolton Plant Filter Automation

**Dept. Priority:** 158

**Description**

This project will provide resources for additional controls to sand filters at the groundwater treatment plant to automate the backwash and normal operation processes. The controls will be tied to the central plant system control.

**Purpose**

The purpose of this project is to automate the backwash and normal operation processes at the groundwater treatment plant.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	240,000	240,000
Water Works PIF Total	0	0	0	0	0	0	240,000	240,000
Estimated Personnel Cost	0	0	0	0	0	0	3,390	3,390



**Plainfield/Montgomery**

**Dept. Priority:** 159

**Description**

This project will provide resources for the installation of a 36 inch main in Plainfield, Montgomery, Galbraith, Blue Ash and Kugler Mill.

**Purpose**

The purpose of this project is to provide greater capacity from Kennedy Pump Station to Brecon.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
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Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

**Montgomery - Mason-Montgomery to Columbia**

**Dept. Priority:** 160

**Description**

This project will provide resources for a new water main on Montgomery Road, from Mason-Montgomery to Columbia.

**Purpose**

The purpose of this project is to support service to Lebanon. This project is identified as BR 1 in the 2010 Master plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430

# Capital Improvement Plan

## Water Works



### Columbia Road - Montgomery to Socialville-Foster Rd

**Dept. Priority:** 161

#### Description

This project will provide resources for a new water main on Columbia Road, from Montgomery Road to Socialville Foster.

#### Purpose

The purpose of this project is to support service to Lebanon. It is identified as BR 2 in 2010 Master plan.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430

### Columbia - Socialville Foster to Western Row

**Dept. Priority:** 162

#### Description

This project will provide resources for 36 and 30 inch transmission water mains from Socialville Foster Road towards Mason North and the City of Lebanon.

#### Purpose

The purpose of this project is to allow for extensions to serve the Mason North and City of Lebanon.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	250,000	250,000
Water Works PIF Total	0	0	0	0	0	0	250,000	250,000
Estimated Personnel Cost	0	0	0	0	0	0	3,530	3,530





**Meter Interface Unit Replacement 2018**

**Dept. Priority:** 163

**Description**

This project will provide resources for the replacement of Meter Interface Units.

**Purpose**

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	FY 2013/ 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2013-2019 Total
Other	0	0	0	0	0	0	1,800,000	1,800,000
Water Works PIF Total	0	0	0	0	0	0	1,800,000	1,800,000
Estimated Personnel Cost	0	0	0	0	0	0	25,420	25,420



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**FY 2013/14-2019 CAPITAL INVESTMENT PROGRAM**  
**PROJECTS SUPPORTING THE COMPREHENSIVE PLAN**

Plan Cincinnati is the City's new Comprehensive Plan that will serve as a long-range plan to guide and manage growth, protect the environment, and influence future development. The FY 2013/14-2019 Approved Capital Budget includes the projects listed in this report. They are shown within the Initiative Area, Goal, Strategy, and Action Steps of Plan Cincinnati that are supported by each project.



### Initiative Area: Collaborate

**Goal:** Cooperate internally and externally to improve service efficiency.

**Strategy:** *Implement Plan Cincinnati. (This strategy includes the action steps to develop and adopt planning consistency policies to maintain uniformity in Plan implementation as well as continually monitor Plan Cincinnati progress.)*

#### **Planning & Buildings**

Neighborhood Studies

**Strategy:** *Improve service delivery, control costs and diminish duplication of services. (This strategy includes the action step to coordinate growth and maintenance of our infrastructure and public assets.)*

#### **City Manager**

Center Hill Gas & Leachate

Commercial & Industrial Public Improvements

#### **Enterprise Services**

Building Equipment

Capital Maintenance

Furniture, Fixtures, and Equipment

Structural Maintenance & Repair

#### **Fire**

Apparatus Door Closers

Appliances for Existing Firehouses

CFD Driving Simulator

High Rise Equipment

Radio Equipment Replacement

Records Management System Servers and Storage

Westwood Firehouse Furnishings

#### **Health**

Dental Software

Facilities Renovation & Repairs

Health IT Equipment

#### **Police**

Computer Aided Dispatch Upgrades

Police Mobile Digital Video (In-car Camera) Storage

#### **Public Services**

City Facility Renovation and Repairs

Community Facility Improvements

Customs House

Findlay Market Improvements

Music Hall Renovations

Tech/Comm Ctr NURFC

Replacement Facilities

#### **Sewers**

3568 Bogart Avenue Sewer Replacement

3934 Winding Way Sewer Replacement

Addyston Pump Station Elimination

Barrington Pump Station Eliminations

Beckman Pump Station Elimination



**Initiative Area: Collaborate, Cont.**

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Beechmont Avenue Levy Drainage Replacement (1/2 mile)  
Benson Street Sewer Replacement  
Beverly Hill Drive Sewer Replacement  
Blue Rock Road Sewer Separation  
Bold Face Pump Station Elimination  
Bruestle Avenue Pump Station Elimination  
Camargo Canyon Pump Station Elimination  
Capital Improvement Program Project Planning  
Carpenters Run Pump Station Upgrade  
Catholic Calvary Cemetery Sewer Replacement  
Cora Avenue Sewer Replacement  
Country Club Estates Pump Station Elimination  
CSO 10 Source Control Phase A  
CSO 117, 528, 529, and 530 Partial Separations  
CSO 12 Sewer Separation Phase A.3 West MLK Drive  
CSO 12 Sewer Separation Phase A.4  
CSO 12 Sewer Separation Phase B - Outfall Tunnel  
CSO 12 Sewer Separation Phase C - Burnet Woods  
CSO 123 Elimination  
CSO 125 Stream Separation  
CSO 126, 127, 128 Partial Separations  
CSO 130 Stream Separation  
CSO 179 Sewer Separation  
CSO 181 Source Control Phase 1  
CSO 194 Sewer Separation Contract 3  
CSO 195 Sewer Separation Contract 2  
CSO 195 Sewer Separation Contract 3  
CSO 21 I-75 Crossing and Bioretention  
CSO 217/483 Sewer Separation Phase A  
CSO 217/483 Source Control Phase B  
CSO 28 Source Control  
CSO 30 Stream Separation - Phase B  
CSO 33 I-75 Crossing and Bioretention  
CSO 404, 405, 410, 411 Outfall Reconstruction  
CSO 410 Stream Separation  
CSO 415 and CSO 416 Source Control  
CSO 470 Eastern Ave Sewer Separation Phase 3  
CSO 470 Sewer Separation Phase 4  
CSO 483 Stream Separation  
CSO 488 Storage Facility  
CSO 523 Source Control  
CSO 525 Sewer Separation Contract 2  
CSO and SSO Overflow Compliance Monitoring  
Daly Road Sewer Replacement  
Deerfield Creek Channel Improvements  
Dry Run Area Sewers Contract Roundbottom Road



### Initiative Area: Collaborate, Cont.

- Dry Run Sewers Contract Broadwell Road
- Dry Run Sewers Contract Eight Mile Road
- Dry Weather Channel for Sanitary Sewer 937
- Duck Creek Channel Repair
- East Branch Muddy Creek Pump Station Upgrades
- East Mitchell Avenue Sewer Replacement
- Eastern/Delta Sewer Separation Phase 3
- Emergency Sewer Repairs
- Flow and Water Quality Modeling
- Flow Monitoring and Rain Gauges
- German Cemetery Sewer Replacement
- Glade Avenue Porous Walk Final
- Glade Avenue Porous Walk Trial
- Glen Landing Pump Station Improvements
- Glenview Pump Station Elimination
- Glenwood Design 2018
- Grand and Selim Avenues Sewer Separation
- Greenpine Acres Pump Station Elimination
- Harrison Avenue Sewer Separation Phase B
- Hartwell Community Drainage Improvements
- High Risk System Asset Renewal
- Hoffner Street Sewer Replacement
- Home Sewage Treatment Systems Extensions
- Hunsford Street Sewer Replacement
- Huntington Pump Station Elimination
- Indian Creek WWTP Reliability and Service Upgrades
- Industrial Waste Office and Laboratory Improvements Phase 2
- Information Technology Support Systems Improvements
- Kugler Mill Pump Station Upgrade
- Land Acquisition
- Legends of Carpenters Run Pump Station Elimination
- Lick Run Property Demolitions
- Lick Run Valley Conveyance System
- Linwood Avenue Sewer Replacement
- Little Miami Four Mile Pump Station Upgrade
- Little Miami WWTP (NPW) Reliability and Service Upgrade
- Little Miami WWTP Ash Slurry System Improvements
- Little Miami WWTP Chemical Feed System Upgrades
- Little Miami WWTP Chemically Enhanced Primary Treatment
- Little Miami WWTP Dual Feed/Standby Power
- Little Miami WWTP Four Mile Pump Station Dry Weather Pumps
- Little Miami WWTP Grit Station Upgrade
- Little Miami WWTP Hydraulic Improvements
- Little Miami WWTP Primary to Secondary Hydraulic Improvement
- Little Miami WWTP Pump Station Reconfiguration
- Little Miami WWTP Scum Removal and Handling



**Initiative Area: Collaborate, Cont.**

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Little Miami WWTP Secondary Treatment Modifications  
Little Miami WWTP Sludge Receiving Facility Improvements  
Little Miami WWTP Wet Weather Pump Station  
Lower Mill Creek High Water/Dry Weather Protection  
Lower Muddy Creek Interceptor SSO Remediation  
Ludlow and Lafayette Parallel Sewer  
Manhole Rehabilitation Trenchless Technology Program  
Mayflower WWTP Reliability and Service Upgrades  
McKeone Avenue Sewer Replacement  
MCWWTP Service Water (NPW) Reliability and Service Upgrade  
Mill Creek WWTP Anaerobic Digester Conversion  
Mill Creek WWTP Auxillary Outfall Improvements  
Mill Creek WWTP Solids Handling Improvements Phase 1  
Millbrook 2 Pump Station Upgrade  
Montana Avenue Sewer - Ferncroft to Mustang Drive  
MSD Sustainable (Green) Infrastructure Program  
MSD-Duke Energy Sewer Televising Partnership  
Muddy Creek Basin Storage and Conveyance Sewer  
Muddy Creek Pump Station Upgrade  
Muddy Creek WWTP Grit Replacement  
Muddy Creek WWTP New Belt Filter Press  
Muddy Creek WWTP Primary Skimming/Sludge System Replacement  
Muddy Creek WWTP Sludge Processing Odor Control  
Myrtle Avenue Sewer Abandonment  
Otte Avenue Sewer Replacement  
Polk Run WWTP Reliability and Service Upgrades  
Portsmouth Avenue Sewer Replacement  
Quebec Heights Sewer Separation  
Quebec Road Sewer Replacement  
Quebec Road Sewer Separation  
Queen City and Cora Avenues Right-of-Way Sewer Separation  
Queen City Avenue Sewer Separation Phase 1  
Queen City Avenue Sewer Separation Phase 2  
Queen City Avenue Sewer Separation Phase 3  
Rackacres Drive and Crestnoll Lane Area Sewer  
Rainfall Derived Infiltration and Inflow Program  
Rapid Run Early Success Project  
Remaining Asset Allowance  
River Road Near Muddy Creek WWTP Conveyance Sewer  
Rookwood Overpass  
Sanitary Sewer Overflow 700 Facility Improvements  
Sewer Backup Response Program  
Sewer Relining Trenchless Technology Program  
Sharon Industrial Park Pump Station Replacement  
State Avenue Sewer Separation  
State Route 128 Sewer Phase 3



### Initiative Area: Collaborate, Cont.

Station Avenue Sewer Replacement  
Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation  
Timbers Pump Station Elimination  
Upper Muddy Creek Interceptor Replacement  
Upper Muddy Lower Half Planning Bundle  
Urgent Capacity Response  
Value Engineering  
Wasson Ravine Sewer Replacement  
Wastewater Collections Equipment Barn Replacement  
Wastewater Treatment Roofing and Paving Rehab/Replacement  
Wastewater Treatment System Asset Renewal  
Werk and Westbourne Enhanced High Rate Treatment Facility  
Wesselman Road Sewer Phase 2A Contract 2  
Wesselman Road Sewer Phase 2A Contract 3  
West Fork Channel Improvements  
West Fork Channel Repair  
West Fork Hazard Mitigation Project Phase 2  
West Fork Interceptor and Storage Tanks  
Westchase Park Pump Station Elimination  
Westport Village Pump Station Elimination  
Westwood Avenue Sewer Separation  
Westwood Northern/Beekman/Hopple Study 2017  
Wet Weather Program Management and Support Services  
White Oak Terrace Pump Station Elimination  
White Street Sewer Separation  
Wilder Avenue Sewer Replacement  
Winton 84-inch Sewer Elimination  
Winton Woods Aerial Sewer Replacement  
WWIP Progress Studies and Recreation Management  
Wyoming and Minion Avenues Sewer Separation  
Transportation & Engineering  
Convention Center Expansion  
Downtown Infrast. Coord. & Implemtn  
Information Systems Acquisition  
Pole Painting Downtown  
Water Works  
2015 Tank Coating  
2016 Tank Coating  
All Pipes Distribution System Model Validation  
Autoclave  
Backup Control Center - Miller Plant  
Backup Power Generator - Constance  
Backup Power Generator - Western Hills  
Backup Software\Hardware  
Battery, Charger, and DC Panel  
Billing System Hardware Replacement





**Initiative Area: Collaborate, Cont.**

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Billing System Upgrade 2014  
Bolton Plant Air Handler Unit Upgrades  
Bolton Plant Chlorinators Upgrade  
Bolton Plant Comprehensive Reliability Program  
Bolton Plant Filter Automation  
Bolton Plant Influent Flume Bypass  
Bolton Plant Lab Upgrade/Expansion  
Bolton Plant Lime Feeder No. 1 & 4  
Bolton Plant Lime Residual Site Work  
Bolton Plant Redundant Transmission Main  
Bolton Plant Well #4 Replacement  
Bolton Turbidimeters  
Bolton Well Field Expansion II  
Booster Chlorination in Distribution System  
Brecon Tank Coating  
Budd-Eighth - Dalton to Evans  
Call Center Equipment 2016  
Carbon Transfer Pump Upgrade 2015-2017  
Castings/Street Improvements  
Chem East Concrete Repair  
Cherry Grove Elevated Interior Coating  
Chester Park Complex HVAC Control Completion  
Chester Park Complex Network Upgrade  
Clifton - Woolper to Dixmyth  
Columbia - Socialville Foster to Western Row  
Columbia Road - Montgomery to Socialville-Foster Rd  
Computers, Servers, and Software  
Constance Dosing & Monitoring  
Constance Pump Station Redundant Air Compressor  
Contamination Warning System  
Contamination Warning System Replacement  
Continuous Water Quality Monitors  
Control Valve at Riverside Drive  
Convergence Infrastructure (Voice over Internet Protocol)  
Cornell - Cornell Pump Station to Reed Hartman  
Cornell - Sharon to Cornell Pump Station  
Crane Equipment Improvements  
Critical Backup Power Projects  
Dehumidification System - Miller Plant  
Delhi Water Tank Painting  
Document Management Upgrade  
Eden Park Drive - Fulton to Reading  
Eden Park Feeder 2 - Parsons Martin  
Eden Park Feeder 4  
Eggleston - 9th to Central  
Electric Panel and Lighting Upgrades



### Initiative Area: Collaborate, Cont.

Electrical Transformers  
Enterprise Asset Management System  
Field Application Replacement on Large Pumps  
Fields Ertel Road Check Valve  
Fluoride Feeder Upgrade (Bolton and Miller Plants)  
Furnace Air Compressor - Miller Plant  
Gas Chromatograph Flame Ionization Detector  
Gas Chromatograph for Synthetic Organic Compound Analysis  
Gas Chromatograph for Volatile Organic Compounds Analysis  
Gas Chromatograph with Mass Spectrometer for Tastes and Odor  
Glenway - Warsaw to Overlook  
Intake Pier Access Bridge Painting  
Ion Chromatograph Replacement  
Ion Coupled Plasma Mass Spectrophotometer  
Irwin-Simpson & Cornell Generators  
Kemper Road Tank  
Kennedy and Highland Avenues  
Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station  
Kennedy Heights Pump Station Upgrade  
Lamella Sludge Collector Drives  
Lamella Sludge Pumps #2 to #9  
Large Motor Rewind Program (Annual)  
Liberty - Winchell to Reading 42" Water Main  
Mack Tank Interior Coating  
Madison - Observatory to Isabella  
Main Station Backup Generator  
Main Station Trans Switch Controls  
McMillan and May Streets  
McMillan Avenue - Essex to Clifton  
Medium Voltage Station Backup Breakers  
Meter Interface Unit Replacement 2018  
Meter Interface Units (MIU)  
Meter Interface Units (MIU) 2015  
Meter Interface Units Replacement 2017  
Millcreek Crossing at Western Hills Viaduct  
Miller Plant Caustic Soda Storage Tank Replacement  
Miller Plant Filter Building Boiler Replacement  
Miller Plant Iron Feeder Upgrade  
Miller Plant Lime Feeder No. 1 & 4 Upgrade  
Miller Plant Water Quality Building Cooling Water Upgrade  
Miller Turbidimeter Project  
Miscellaneous Concrete/Pavement Replacement  
Miscellaneous Masonry Replacement  
Montgomery - Mason-Montgomery to Columbia  
Motor Control Center Equipment  
Mt. Airy Exterior Renovation  
New Water Mains Allocation Program



**Initiative Area: Collaborate, Cont.**

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PeopleSoft Upgrade  
Pete Rose Way - Eggleston to Broadway  
Plainfield/Montgomery  
Private Development Allocation Program  
Queen City Ave - Western Hills Viaduct to WH Pump Station  
Queen City Railyard  
Reading Road & Eden Park Drive Water Main  
Regeneration Furnace Equipment  
Rehabilitate Water Mains Allocation Program  
Remote Terminal Units (RTUs) Equipment  
Replace Total Organic Halide (TOX) Analyzer  
Replacement Water Mains Allocation Program  
Richard Miller Plant Air Conditioner Upgrades  
Richard Miller Plant Air Handler Unit Upgrades  
Richard Miller Plant Electric Heater Upgrade Program  
Richard Miller Plant Filter Gallery Light Replacement  
Richard Miller Plant Virtual Environment Replacement  
Richard Miller Plant Wash Water Pump Upgrades  
Richard Miller Treatment Plant Chemical Containment  
Richard Miller Treatment Plant Lime Feeder Upgrade  
Richard Miller Treatment Plant Network Upgrade  
Richard Miller Treatment Plant Reservoir #1 Cascade Repair  
Richard Miller Treatment Plant Sewers  
Roof Replacement 2013  
Roof Replacement 2014  
Roof Replacement 2015  
Roof Replacement 2016  
Roof Replacement 2017  
Roof Replacement 2018  
Sand Filter Valves - Miller Plant  
SCADA Citect Upgrade  
SCADA Communications Front End (CFE)  
SCADA Human Machine Interface Upgrade  
SCADA Remote Site Communications  
SCADA Remote Terminal Units  
Server Room Air Conditioner Replacement  
SharePoint Expansion  
Simplex Upgrade  
Solar Recording Charts  
Spring Grove - Western to Draper  
Station Protective Relays  
Station Valve Equipment  
Street Improvements Allocation Program  
System Area Network (SAN) Replacement  
Tapered Screw Conveyor - Miller Plant  
Tennyson Pump Discharge Valve Upgrade  
Ultraviolet Disinfection - Miller Plant



### Initiative Area: Collaborate, Cont.

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- Upgrade Powdered Activated Carbon Storage and Feed System
- Valve Replacement Program
- Variable Frequency Drive Replacements
- Video Conference Equipment
- Wash Water Recovery Pumps
- Well Pumps - Bolton Plant
- Wellhead Protection Monitor Wells 3

**Goal:** Speak in a unified voice with other entities to reach regional goals.

**Strategy:** *Actively coordinate our regional efforts. (This strategy includes the action step to work with other local entities to implement regional planning efforts.)*

#### ETS

- CAGIS Infrastructure

#### Planning & Buildings

- Neighborhood Studies

**Goal:** Work in synergy with the Cincinnati community.

**Strategy:** *Unite our communities. (This strategy includes the action steps to improve City-Community communication channels and make our community organizations the foundation for neighborhood change.)*

#### City Manager

- Neighborhood Business District Improvements
- Tax Incentive/Enterprise Zone

#### ETS

- Communications Master Plan
- Data Management Solution
- Electronic Gov't (eGov) Web Enhancement
- Radio Communications Equipment

#### Planning & Buildings

- Neighborhood Studies

### Initiative Area: Compete

---

**Goal:** Become nationally and internationally recognized as a vibrant and unique city.

**Strategy:** *Capitalize on our historic character and cultural heritage. (This strategy includes the action step to better promote our rich arts and cultural assets through a coordinated system or single portal of information.)*

#### Public Services

- Tech/Comm Ctr NURFC
- Community Facility Improvements
- Findlay Market Improvements
- Music Hall Renovations

**Goal:** Cultivate our position as the most vibrant and economically healthiest part of our region.

**Strategy:** *Focus development on the existing centers of activity. (This strategy includes the action step to create a policy to focus retail and commercial development only in appropriate and sustainable areas.)*

#### Community Dev.

- Gateway V



**Initiative Area: Compete, Cont.**

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*Strategy: Strategically select areas for new growth. (This strategy includes the action steps to identify underserved areas where new development can occur and implement the GO Cincinnati Plan recommendations in the Madison Road, South Mill Creek, and Reading Road corridors.)*

**City Manager**

- Business Retention/New Growth
- Neighborhood Business Property Holding
- Retail/Commercial Opportunities
- Strategic Program for Urban Redevelopment

*Strategy: Target investment to geographic areas where there is already economic activity. (This strategy includes the action steps to continue development of existing growth opportunity areas and focus development on the existing centers of activity.)*

**City Manager**

- Business Retention/New Growth
- Community Development Focus District
- Neighborhood Business District Improvements
- Retail/Commercial Opportunities

**Community Dev.**

- Gateway V

**Goal: Foster a climate conducive to growth, investment, stability, and opportunity.**

*Strategy: "Grow our own" by focusing on retention, expansion and relocation of existing businesses. (This strategy includes the action steps to communicate better with our existing businesses as well as foster innovation and entrepreneurship.)*

**City Manager**

- Business Retention/New Growth
- Tax Incentive/Enterprise Zone
- Viable Small Business Development

*Strategy: Pursue new growth and business recruitment efforts in target industries. (This strategy includes the action step to embrace a cluster-based approach to economic development.)*

**City Manager**

- Business Retention/New Growth

**Initiative Area: Connect**

---

**Goal: Develop a regional transportation system that promotes economic vitality.**

*Strategy: Support regional and intercity transportation initiatives. (This strategy includes the action steps to recognize the importance of intercity travel for residents, business retention and expansion, and visitors as well as coordinate with other local government agencies, regional business committees, and OKI to ensure that the City's needs are considered in regional transportation planning.)*

**City Manager**

- Business Retention/New Growth



### Initiative Area: Connect, Cont.

#### Transportation & Engineering

- Airport Infrastructure Improvements
- Computerized Traffic Signal System
- FAA/ODOT Local Match
- Facility Improvements
- Transit Center Reconstruction
- Transit/Rail Corridor Preservation Acquisition

**Strategy:** *Use the City's transportation network to help facilitate economic development opportunities. (This strategy includes the action step to recognize the importance of freight movements to-and-from the City for jobs, goods delivery, and our position in the global marketplace.)*

#### Transportation & Engineering

- Transit/Rail Corridor Preservation Acquisition

**Goal:** **Develop an efficient multi-modal transportation system that supports neighborhood livability.**

**Strategy:** *Expand options for non-automotive travel. (This strategy includes the action steps to maintain a connected street network that accommodates the needs of all land uses and users as well as expand connectivity and facilities for pedestrians, bicyclists and transit users.)*

#### City Manager

- Retail/Commercial Opportunities

#### Transportation & Engineering

- Bicycle Transportation Program
- Hillside Stairway Rehabilitation Program
- Ohio River Trail
- Safety Improvements
- Transit/Rail Corridor Preservation Acquisition

**Strategy:** *Plan, design and implement a safe and sustainable transportation system. (This strategy includes the action steps to preserve and maintain the transportation network and associated public rights-of-way; provide for the safety of the infrastructure for the public; and incorporate environmental best practices in the planning and design of transportation systems.)*

#### Public Services

- Fleet Replacements
- Sign Replacement

#### Transportation & Engineering

- Bridge Rehabilitation Program
- Colerain Corr. Imp. I-74 to Spring Grove Ave
- Columbia Parkway Enhancements
- Curb Ramps - Street Rehab
- Downtown Public Paver Replacement
- Downtown Streetlight Maintenance/Repair
- Duke Street Light Replacement Project
- Gateways/Greenways Improvement
- Innovative Transportation Strategies
- Kennedy Connector



**Initiative Area: Connect, Cont.**

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- LED Traffic and Pedestrian Signals
- Madison/Kenwood RR Bridge
- ML King/I-71 Interchange
- OKI Corridor Studies
- ORT Kellogg Ave - Salem to Sutton
- Over-the-Rhine Streetscape Imprvmnts
- Pavement Management
- Raised Pavement Markers
- Riverfront Infrastructure Coord. & Implmnt
- ROW Ordinance Implementation
- Safety Improvements
- SCIP Loan Repayment
- Second and Third Street Improvements
- Sidewalk Repair Program
- Spot Infrastructure Replacement
- Street Calming Program
- Street Improvements
- Street Light Replacement Project
- Street Rehabilitation
- Traffic Signal Controllers & Detectors
- Traffic Signal Installation & Renovation
- Uptown Access Imprmts West MLK Dr.
- Wall Stab. & Landslide Correction
- Western Hills Viaduct Repair/Replmnt.
- Westwood and Queen City Avenue Improvements

**Initiative Area: Live**

---

**Goal:** Build a robust public life.

*Strategy: Create a welcoming civic atmosphere. (This strategy includes the action step to build stronger communities by increasing civic engagement.)*

**Recreation**

Compliance with ADA

*Strategy: Develop and maintain inviting and engaging public spaces to encourage social interaction between different types of people. (This strategy includes the action steps to promote the civic experiences and public events that make Cincinnati unique, and identify or create public spaces beyond downtown where people of all backgrounds and abilities can congregate.)*

**Enterprise Services**

- Building Equipment
- Capital Maintenance
- Furniture, Fixtures, and Equipment
- Structural Maintenance & Repair

**Parks**

- Cincinnati Riverfront Park
- Park Infrastructure Rehabilitation



### Initiative Area: Live, Cont.

#### Public Services

- Community Facility Improvements
- Findlay Market Improvements
- Music Hall Renovations

#### Recreation

- Aquatics Facilities Renovation
- Athletics Facilities Renovation
- Compliance with ADA
- Outdoor Facilities Renovation
- Recreation Facilities Renovation

#### Transportation & Engineering

- Convention Center Expansion

**Goal:** Create a more livable community.

*Strategy: Stabilize and support our neighborhoods. (This strategy includes the action steps to respond to our aging housing stock and deteriorating neighborhoods, improve safety and cleanliness in all neighborhoods, and develop our schools as neighborhood focal-points.)*

#### Community Dev.

- Gateway V
- Hazard Abatement/Demolition Program

#### Planning & Buildings

- Neighborhood Studies

**Goal:** Provide a full spectrum of housing options, and improve housing quality and affordability.

*Strategy: Affirmatively further fair housing. (This strategy includes the action step to continue to enforce fair housing laws with regard to federally protected classes.)*

#### Community Dev.

- Homeless to Homes

*Strategy: Evenly distribute housing that is affordable throughout the City. (This strategy includes the action step to create a stock of housing in each neighborhood that is affordable at all income levels.)*

#### Community Dev.

- Neighborhood Market Rate Housing

#### Planning & Buildings

- Neighborhood Studies

*Strategy: Offer housing options of varied sizes and types for residents at all stages of life. (This strategy includes the action steps to increase multi-family living options in targeted areas as well as pre-serve and rehabilitate Cincinnati's single-family residential neighborhoods.)*

#### City Manager

- Tax Incentive/Enterprise Zone

#### Community Dev.

- Citirama
- Downtown Housing Development
- Hazard Abatement/Demolition Program
- Neighborhood Market Rate Housing





**Initiative Area: Live, Cont.**

**Planning & Buildings**

Neighborhood Studies

*Strategy: Provide quality healthy housing for all income levels. (This strategy includes the action steps to create and rehabilitate homes to be healthy and safe, provide high-quality new public assisted units and improve the quality of those that already exist, and improve services for the homeless population and availability of transitional and permanent supportive housing.)*

**Community Dev.**

Homeless to Homes

Strategic Housing Initiatives Program

**Planning & Buildings**

Neighborhood Studies

**Initiative Area: Sustain**

**Goal: Become a healthier Cincinnati.**

*Strategy: Create a healthy environment and reduce energy consumption. (This strategy includes action steps to decrease pollution impacts on our neighborhoods, improve air quality, and improve water quality.)*

**City Manager**

Center Hill Gas & Leachate

Emergency Environmental Cleanup/UST

Regulatory Compliance & Energy Conservation

**Public Services**

Fleet Replacements

**Water Works**

All Pipes Distribution System Model Validation

Autoclave

Bolton Turbidimeters

Booster Chlorination in Distribution System

Contamination Warning System

Contamination Warning System Replacement

Continuous Water Quality Monitors

Control Valve at Riverside Drive

Gas Chromatograph Flame Ionization Detector

Gas Chromatograph for Synthetic Organic Compound Analysis

Gas Chromatograph for Volatile Organic Compounds Analysis

Gas Chromatograph with Mass Spectrometer for Tastes and Odor

Ion Chromatograph Replacement

Ion Coupled Plasma Mass Spectrophotometer

Miller Turbidimeter Project

Replace Total Organic Halide (TOX) Analyzer

Upgrade Powdered Activated Carbon Storage and Feed System

Wellhead Protection Monitor Wells 3

*Strategy: Decrease mortality and chronic and acute diseases. (This strategy includes the action steps to get people moving and increase access to health care.)*



### Initiative Area: Sustain, Cont.

#### Health

- Dental Software
- Facilities Renovation & Repairs
- Health IT Equipment

#### Parks

- Cincinnati Riverfront Park
- Park Infrastructure Rehabilitation

#### Recreation

- Aquatics Facilities Renovation
- Athletics Facilities Renovation
- Outdoor Facilities Renovation
- Recreation Facilities Renovation

#### Transportation & Engineering

- Bicycle Transportation Program
- Ohio River Trail

**Goal:** Manage our financial resources.

*Strategy: Better coordinate our capital improvement spending. (This strategy includes the action steps to design and build public improvements that can be maintained affordably as well as focus funding on the completion of transformative projects in targeted neighborhoods.)*

#### City Manager

- Commercial & Industrial Public Improvements
- Wheeled Recycling Carts

#### Finance

- Licensing Software & A/R Collection Sys.

#### Planning & Buildings

- Neighborhood Studies

#### Public Services

- Trash Carts
- Trash Receptacles

#### Transportation & Engineering

- Computerized Traffic Signal System
- Downtown Streetlight Maintenance/Repair
- Duke Street Light Replacement Project
- LED Traffic and Pedestrian Signals
- SCIP Loan Repayment

*Strategy: Spend public funds more strategically. (This strategy includes the action step to analyze the implications and potential costs and benefits associated with land use changes.)*

#### City Manager

- Retail/Commercial Opportunities

**Goal:** Preserve our natural and built environment.

*Strategy: Preserve our built history. (This strategy includes the action step to preserve our built history with new development incentives and regulatory measures.)*

#### City Manager

- Tax Incentive/Enterprise Zone