2011/2012 Biennial Budget Report

Submitted on June 4, 2010

city of CINCINNATI

Interdepartmental Correspondence Sheet

City of Cincinnati

June 4, 2010

To: Mayor and Members of City Council

From: Milton Dohoney, Jr., City Manager MD

Subject: **2011/2012 Biennial Budget Development**

The purpose of this document is to inform the Mayor and City Council about the financial forecast and significant issues facing the City in the development of the 2011/2012 Biennial Budget.

An updated General Fund Forecast is provided reflecting the revised revenue estimates and expenditure estimates for 2011 through 2014. To balance the 2010 Budget, $23.1 million of the one-time sources was used. In addition, the 2010 expense budget also included $9.8 million in reductions which were also one-time only. Preliminary resources and expenditures detailed in the Tentative Tax Budget indicate that this structural deficit will continue in 2011. Due to the fact that expenditures are continuing to outgrow revenues, there needs to be extremely difficult resource and expenditure decisions in the upcoming budget. For 2011, a structural deficit of $50.4 million needs to be addressed.

This document includes the following sections:

I. Updated General Fund Forecast;
II. Budget Policy Considerations;
III. 2011/2012 Biennial Budget Issues;
IV. 2011/2012 Community Priority Request Process;
V. Employee Budget Ideas;
VI. Neighborhood Summit - Citizen Budget Survey Results;
VII. Proposed 2011/2012 Biennial Budget Schedule and Process; and
VIII. Next Steps

This document also contains a number of important attachments as follows:

Attachment	Topic
A.	2010 Approved Budget Update
B.	Budget and Financial Policies
C.	2009 Performance Results and 2010 Performance Targets
D.	Revenue and Expenditure Forecast with Demographic and Economic Analyses
E.	Neighborhood Summit - Citizen Budget Survey Results
F.	Citizens Budget Exercise Results

Attachment A contains the 2010 Approved Budget Update. As it is the second year of the biennial budget, this is a budget in brief.

Attachment B includes the 2008 and 2009 performance results for department performance measures. In addition to actual performance, this report includes the units to be measured, a description of each objective, and the 2010 targets for each department.

A complete list of the City's Budget and Financial Policies is provided in Attachment C, including operating and capital budget development policies as well as debt, investment, accounting, and audit policies.

Attachment D is the Revenue and Expenditure Forecast with Demographic and Economic Analyses that serves as the basis of the City's General Fund Forecast, also included. The University of Cincinnati's Economic Center for Education and Research Center (ECER) arrived at a projection that serves as the basis for this forecast by analyzing the City's actual revenues and expenditures for the last five years, the economic conditions affecting the global economy, and the economic forecasts of seven industry experts.

Attachment E includes the results of a non-scientific survey of citizens who attended this year's Neighborhood Summit. There are a total of 90 responses to the survey which addressed areas such as "What do you consider to be a basic service" and "Whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced."

Further, the Budget and Evaluation Office is currently working with Citizens for Civic Renewal and other civic groups to gather budget input from citizens throughout the neighborhoods in lieu of the Citizens Survey, which typically provided a tool for citizens to prioritize city services. The results of this process will also be forwarded to you at its conclusion in the coming weeks and should be placed as Attachment F.

I. Updated General Fund Forecast

In order to frame the 2011/2012 Biennial Budget development, I am providing a multi-year forecast of revenues and expenditures for the General Fund. Consistent with recommended best practices in budget planning, the Office of Budget & Evaluation, in conjunction with the Finance Department, prepares a new multi-year forecast of revenues and expenditures at the beginning of each biennial budget process.

The revenue forecast was prepared by the Finance Department based, in part, on data provided by the City's economic consultant, Economics Center for Education & Research (Consultant). Accompanying the Finance Department's forecast is the Consultant's detailed forecast report which is Attachment D. Their report describes national, regional, and local economic and demographic factors that support the revenue projections for major General Fund revenue categories. The expenditure forecast is prepared by the Office of Budget & Evaluation using the annual inflation escalators for non-personnel services provided by the Consultant and personnel services increases developed based, in part, on local inflation projections. The expenditure budget assumes a continuation budget, including a contribution rate of 17.0% of payroll to the City pension system. The forecast is a projection of future revenues and expenditures; as such, the actual revenues/expenditure levels achieved can vary from what is projected.

General Fund Forecast Summary

The multi-year forecast for the period 2011 through 2014 is projected to result in an operating deficit each year during the forecast period. Furthermore, the size of the annual deficit increases each year through 2012. The annual deficit shrinks in 2013 due to the of addition revenue from the City's share of the Casino Gross Revenue Distributions. In 2014 the annual deficit begins to increase again. With annual deficits increasing in most years of the forecast period, the General Fund is structurally out of balance with revenues growing at a slower pace than expenditures.

General Fund Forecast

As shown in the following table, the General Fund forecast results in annual deficits during the forecast period. Total revenues are projected to grow on average 0.7% while the average expenditure growth rate for the same period is 2.1%. This structural imbalance results in an accumulated $173.3 million shortfall at the end of the forecast period (2009 – 2014). To achieve a structurally balanced budget in 2011, permanent expenditure decreases and/or resource increases of approximately $50.4 million are required.

Exhibit I – General Fund Forecast 2009-2014

($ in Thousands)	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**
	Actual	Estimate	Forecast		Forecast	
Resources						
Operating Revenues	$341,750	$334,519	$332,383	$335,195	$363,692	$374,072
Transfers-in	$11,178	$20,112	$0	$0	$0	$0
Total Resources	$352,928	$354,631	$332,383	$335,195	$363,692	$374,072
Expenditures						
Operating Expenditures	$356,338	$359,392	$384,656	$392,833	$398,707	$413,640
Transfers-out	$364	$2,578				
Total Expenditures	$356,702	$361,971	$384,656	$392,833	$398,707	$413,640
Expenditure Savings	$0	($1,253)	($1,923)	($1,964)	($1,994)	($2,068)
Yearly Balance	($3,774)	($6,086)	($50,350)	($55,674)	($33,021)	($37,499)
Prior Year Cancelled Encumbrances	$2,920	$508	$0	$0	$0	$0
Previous Year Carryover Balance	$8,432	$7,578	$2,000	($48,350)	($104,025)	($137,046)
Non-GAAP Carryover Balance	$7,578	$2,000	($48,350)	($104,025)	($137,046)	($174,545)

Not reflected in the estimated accumulated deficit is the recommended fund balance/reserve amount of 10% of General Fund revenue. The 10% standard is a generally accepted financial management practice to guard against unanticipated revenue decrease or expenditure increases. To meet the standard, additional permanent expenditure reductions and/or resource increases of $9.3 million would be required in 2011. This is in addition to the $50.4 million in expenditure decreases and/or resource increases needed to structurally balance the 2011 budget.

General Fund Revenue Forecast

The major categories in General Fund revenue include the City's income tax revenue, property tax revenue, and state shared revenue. These three categories account for 85.1% of the total 2010 General Fund revenue estimate. As shown in Exhibit II that follows, General Fund revenues are forecasted to decrease by 0.6% in 2011 from the 2010 revenue estimate and then increase by 0.8% in 2012. In 2013, it is expected that the City will begin to receive revenue from its share of the Casino Gross Revenue Distribution. This results in an estimated 8.5% growth in revenue in 2013. Revenue growth moderates in 2014 to a rate of 2.9%.

Exhibit II – General Fund Revenue Forecast

($ in Thousands)	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**
	Actual	Estimate	Forecast		Forecast	
Resources						
Income Taxes*	$223,800	$215,500	$215,472	$216,610	$223,982	$231,912
State Shared Revenues	$38,543	$40,166	$40,005	$42,129	$43,581	$44,430
Property Taxes	$29,266	$28,988	$28,988	$28,988	$28,988	$28,988
Casino Gross Revenue Disb.	$0	$0	$0	$0	$19,184	$20,431
Other	$50,141	$49,865	$47,918	$47,468	$47,957	$48,311
Total Resources	$341,750	$334,519	$332,383	$335,195	$363,692	$374,072
Percentage Increase		-2.1%	-0.6%	0.8%	8.5%	2.9%

Note:
*Prepared by Economic Center for Education & Research

Income Tax

This locally levied income tax applies to gross salaries, wages and other personal service compensation earned by residents both in and out of the City and to earnings of non-residents (except certain transients) 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 revenue source at an estimated 64.4% of 2010 General Fund revenue.

The City's income tax of 2.1% is subdivided into four components: 1.55% for General Fund operating purposes, 0.3% for public transit, 0.15% for permanent improvements, and 0.1% for maintenance of the City's infrastructure.

State Shared Revenues

State Shared Revenues includes two major sources: the Local Government Fund and the Estate Tax. The Local Government Fund revenues consist of a portion of total State tax revenue allocated to a fund for distribution to local governments. City revenues grow based on growth in State tax revenue. The State froze the Local Government Fund through 2007. In 2008 the revenues will begin to vary based on State tax revenue growth or loss. For the purposes of this General Fund forecast, local government fund revenue is projected to grow on average by 2.9% annually.

Ohio's Estate Tax consists of four distinct levies: the basic tax, the additional estate tax, the generation-skipping tax, and the non-resident tax. The State Legislature repealed both the additional estate tax and the generation-skipping tax effective July 1, 2005. Historically these two tax components account for approximately 12% of state-wide Estate Tax collections but would vary with each estate. For a number of reasons, this forecast contains the greatest level of uncertainty, both for individual years and for the overall trend. Since the changes made by the State Legislature, revenue generated by the estate tax has ranged from a high of $18.0 million in 2008 to a low of $13.2 million in 2009. Estate tax revenues are projected to increase 13.7% in 2010, decrease by 4.0% in 2011, and then increase by 6.9% in 2012. State Shared Revenue is the second largest source at an estimated 12.0% of the 2010 General Fund revenue.

Property Tax

The property tax includes real property, public utilities property and tangible personal property. Real property consists of residential, commercial, and industrial property. The City's current property tax millage is 9.82 mills which includes 5.36 mills for debt service and 4.46 mills for the General Fund operating budget. The City Charter authorized millage rate for the operating budget is a maximum of 6.1 mills. In recent years City Council has approved the rollback of property taxes to the amount generated in 2001, such that the City collects $28.9 million in property tax annually. The forecast assumes that the property tax rollback will continue for the years 2011 through 2014. Property taxes typically change in a "stair step" pattern over time due to the statutorily required sexennial reappraisal and the intervening third year review. In the intervening years, property tax revenue may be flat or decline slightly based on the outcome of appeals. The last sexennial reappraisal was 2005, with the corresponding property tax revenue impact in the 2006 budget. The third year review occurred in 2008, with the corresponding property tax impact in the 2009 budget. The property tax is the third largest source at 8.7% of the 2010 General Fund revenue.

Casino Gross Revenue Distribution

Upon completion of the Casino at Broadway Commons, the most significant source of revenue to the City from that development will derive from the tax on casino gross revenues. Construction of the casino is anticipated to be completed in 2012. The City will not receive the full amount of revenues until all four Ohio casinos are up and running. The Consultant estimates $19.2 million in 2013 and $20.4 million in 2014.

Other Revenues

The other revenue category includes General Fund licenses and permits, fines, interest income, program fees, and charges for services. As a whole, these other sources are projected to decrease by 0.7% during the forecast period. This is due to estimated declines in miscellaneous revenue as well as variances in investment earnings during the forecast period. Other revenues account for approximately 14.9% of total General Fund revenue in 2010.

General Fund Expenditure Forecast

The General Fund expenditure forecast is developed by applying inflation escalators for personnel services and non-personnel services expenditure categories for each City department.

Personnel services expenditures reflect planned salary increases with adjustments for current labor contracts and other known changes. For example, the City Council-approved Cincinnati Riverfront Park project requires additional costs to operate and this is included in the forecast. The forecast also adjusts for the change made to the union longevity payments in the 2010 budget.

Exhibit III – General Fund Baseline Expenditure Inflation Escalators

	2011	2012	2013	2014
Non-Personnel Services	2.2%	1.8%	1.8%	1.9%

For the purpose of establishing a baseline for budget development, most of the budgeted non-personnel expenditures in the forecast reflect the appropriated 2010 General Fund budget escalated by the percentages noted in Exhibit III. These escalators were provided by the Consultant for the general non-personnel category. Higher escalators were applied to applicable line items to reflect extraordinary estimated increases in salt, fuel and health care costs. In addition, the City's workers' compensation contribution has been increased to move toward fully funding the actual costs. Non-personnel services also include adjustments for known factors such as cyclical Board of Election expenses and one-time costs.

General Fund Balancing Strategy Decisions

The information provided in this multi-year forecast report does not reflect the potential impact of some of the 2011/2012 significant issues detailed in the 2011/2012 Biennial Budget Development document. For example, major increases beyond the 17% contribution in funding for the City's pension system is not included in the forecast. The forecast is based on a continuation budget. A continuation budget assumes that the City provides the same level of services as 2010 with a few adjustments. For example, the Human Services Policy is funded at the 2010 level which is approximately 0.7% of General Fund revenues. The forecast does include adjustments for projected cost increases of providing the continuation services, including fuel, health cost increases, etc., and for contractual obligations. However, due to the projected deficit, 2011 and 2012 do not assume any cost of living increases for any City employees.

Due to the significant use of one-time sources to balance the 2010 budget, the City has only two primary methods to balance the budget in 2011 and 2012. The first is permanent expenditure reductions such as program reductions or eliminations. The second is revenue enhancements such as fee or tax increases.

Attachment D contains Revenue and Expenditure Forecast with Demographic and Economic Analyses prepared by the University of Cincinnati – Economics Center for Education & Research.

II. Budget Policy Considerations

Below are 2011/2012 policy considerations that will be addressed in the budget process. These include, but are not limited to, revenue policy, expenditure policy and financial management policy.

Revenue Policy

- **Tax Policy**

Property Tax
Opportunity. The current City Council policy is to set the property tax millage to generate $28,988,000 in revenue, which is the 2001 revenue level. The 2010 current rate is 4.46 mills, with the statutory cap of 6.1 mills. For 2011, each 0.1 mill is projected to equate to approximately $575,000 in General Fund revenue. Reestablishing the 6.1 mill level would represent an increase of $8,870,000 in General Fund revenue for City services, while it would cost the owner of a $100,000 home approximately $50 a year.

In order to address the $50.4 million structural budget shortfall in 2011 shown in the General Fund forecast, service delivery will be impacted. Revenues from the restoration of the 6.1 mill level could be used to reduce the level of service cuts in the General Fund. For instance, it could reduce the ultimate number of sworn positions that could be laid off in 2011.

Implementation Consideration. The property tax rate of up to 6.1 mills requires a vote of the majority of City Council. The setting of the 2011 property tax millage is done through approval of the Tentative Tax Budget that must be passed no later than mid-July 2010. It is the Administration's position that if City Council restored the property tax millage to the full 6.1 mills, then the $8.95 million generated should be used to save the jobs of approximately 110 Police Officers.

Income Tax
Opportunity. The City's current income tax rate is 2.1%, of which 1.55% is for General Fund operating purposes. Each 0.1% increase in the income tax would generate $13,872,750 which could be used to mitigate the need for service reductions. For instance, if the City's Income Tax rate was increased to 2.5% and the entire 0.4% increase was dedicated to General Fund purposes there would be an increase in revenues of approximately $55.6 million a year.

Implementation Consideration. An increase to the City's income tax rate would require an amendment to the City Charter, which requires approval by the voters. In order for a full year of revenue to be received in 2011, this decision would need to be on the November ballot. This requires either a voter referendum or an ordinance passed by at least six Councilmembers no later than the August 4, 2010 meeting.

Admissions Tax
Opportunity. The City's Admission Tax applies to sporting and entertainment events where an admission fee is charged. The current Admission Tax is at 3% which generates $3.7 million for the General Fund. Each 1% increase in the Admissions tax would generate $1.2 million and impacts a $10 ticket by 10 cents. An increase to 8% admissions tax would generate $6 million and impacts the cost of a $10 ticket by 50 cents.

Implementation Consideration. An increase to the City's admissions tax rate would require an amendment to the City Charter, which requires approval by the voters. In order for a full year of revenue to be received in 2011, this decision would need to be on the November ballot. This requires either a voter referendum or an ordinance passed by at least six Councilmembers no later than the August 4, 2010 meeting.

- **Fee Policy**

The City Council may consider changes in fees and charges for services to account for increased costs for providing the services, and to remain comparable and competitive to other jurisdictions. Considerations for 2011/2012 include licenses, permits, and program fees.

Solid Waste Fee

Opportunity. On December 21, 2009, City Council established a task force to make a recommendation on developing a volume-based fee for trash pickup that should be implemented beginning January 1, 2011. The fee would include funding for Solid Waste Collection, Yard Waste Collection, White Goods, Recycling Collection, Tire Collection, Graffiti Abatement, Dead Animal Collection, Right-of-Way Cleaning, Private Lot Abatement, City Dumpster Service, Litter Prevention and Abatement, Keep Cincinnati Beautiful, and the Customer Service programs. The 2010 Approved Budget funding for these waste related programs is $18,682,890. The Clean Cities Committee Taskforce was convened to determine the feasibility of developing the fee. The Clean Cities Taskforce project charter was approved by City Council on April 14, 2010. The Taskforce will provide its recommendation in the 3rd quarter of 2010.

Implementation Consideration. The implementation of this fee requires a vote of the majority of City Council. The budgetary impact or savings from this process is currently unable to be determined as a final recommendation has not been completed by the Taskforce. However, if all of these costs were covered by a fee that would be implemented January 1, 2011 it would provide a savings of approximately 80% of the costs currently being paid for by the General Fund. The 80% figure factors in the timing of the billing cycles associated with a January 1, 2010 start date. Each month the fee is delayed would have a corresponding ~8% decrease in the fee collected in 2011. In order to implement a fee that would begin January 1, 2011 a decision needs to be made no later than August/September of 2010.

- **Rate Policy**

The City Council may consider changes in various rates for services within restricted funds to account for increased costs of providing the services. Considerations for 2011/2012 include water, sewer, and parking. City Council has before it the Administration's recommendations for increased parking fees, based on the study completed by our parking consultant, Walker . The Administration will explore the need for rate increases in these other areas and provide recommendations in the City Manager's Recommended Budget.

Expenditure Policy

- **City Services**

Program Eliminations or Reductions
Opportunity. The primary drivers in the General Fund expenditure budget are the programs provided. City Government is a complex organization that provides multiple services to citizens. Every single program that the City funds has a constituency. The City's programs work together to achieve goals such as crime reduction. For example, to truly make a neighborhood safe involves a combination of police officers and fire fighters being available when needed; in addition to clean, maintained, well lit un-blighted streets and neighborhood business districts; with recreational and leisure activities and places for citizens to go like parks and community centers; as well as healthy citizens who have jobs and who benefit from access to health care and a clean environment. To make all that happen includes the work of the departments of Police, Fire, Public Services, City Planning & Buildings, Transportation & Engineering, Recreation, Parks, Community Development, Health and Environmental Quality.

The costs of operating these departments are manifested in the number of facilities operated, hours of operation, and staffing levels. Approximately 81% of the General Fund budget is personnel related. Program reductions and eliminations are inevitable in the 2011/2012 budget absent significant revenue enhancements. Decisions will need to be made to determine which services to reduce or eliminate and these will be recommended in the City Manager's Recommended Budget.

Implementation Consideration. In addition to the obvious service impact, program reductions/eliminations could also have revenue impact considerations. For instance the Health Department's vital records section generates over $1.0 million a year in revenue. In addition to revenue considerations, employee layoffs also come with costs such as unemployment insurance and lump sum payouts. Lastly, the wholesale elimination of a program could have an impact on city facilities, contractual obligations, grant requirements, etc. which need to be factored into any savings amount. The City Manager's Recommended Budget will incorporate all of these considerations into any service reduction/elimination recommendations.

Shared Services
Opportunity. The Government Cooperation and Efficiency Project (GCEP) is a voluntary effort designed to help local communities improve service delivery and control costs through cross-jurisdictional co-operation, sharing of services and possible service delivery consolidation. Shared service projects include bulk road salt purchasing; bulk fuel and daily fuel purchasing; bulk office supply purchasing; training and professional development; human resources; information technology service; grant coordination and acquisition; equipment sharing/contracting; specialized training (public works); fleet maintenance; fire hydrant maintenance; and street signs and markings. Shared public service agreements have been established in Hamilton County to save costs across jurisdictions. The Center for Local Government is an alliance of communities focused on improving public service delivery. Current collaborative programs include a Human Resources Taskforce; Information Technology Taskforce; Training Programs; Pay and Benefits Studies; and Heavy Equipment Sharing and Fleet Maintenance feasibility study initiated by GCEP, with funding through the State of Ohio Local Government Collaboration Grant Program. Cincinnati is the lead entity on the grant.

In addition, the Center for Local Government recently created a solid waste collaborative, Southwest Ohio Regional Refuse (SWORRE), a collaborative bid program for solid waste management. Also, the Off-Site Data Business Continuity Collaborative will provide an opportunity for local governments to collaboratively purchase off-site backup space for the purpose of providing business continuity in the event of an emergency.

Two recent motions passed by City Council direct the Administration to implement a shared service with Hamilton County for Police/Fire Dispatch as well as a pool of Heavy Equipment to be shared across jurisdictions. The City is also exploring sharing purchasing opportunities with the Cincinnati Public Schools. The City Manager's Office will continue to evaluate opportunities for cost sharing with Hamilton County, the State of Ohio and surrounding jurisdictions and, where feasible, incorporate in the development of the 2011/2012 Biennial Budget.

Implementation Consideration. Successful shared services take time, in some cases years, and money to study and to implement; therefore, while shared services will continue to be pursued they are not expected to have a significant impact on the 2011 budget.

Information Technology Consolidation

Opportunity. The Regional Computer Center's new funding model was approved by City Council in the 2010 Operating Budget. Direct funding was budgeted in the General Fund to provide for RCC's administrative staff. The new model eliminates the need for overhead charges to be recouped through charges to users of the IT services provided by the RCC. City Council also recently approve the Administration's strategy to consolidate IT services into an Enterprise Shared Services (Hybrid) model with an IT Governance Board.

Implementation Consideration. As full implementation will take two years to complete, savings net of implementation costs from this consolidation, will be used to foster City-wide IT standardization, leverage IT economies of scale through IT investment, and implement appropriate IT quality controls and security across City systems. Implementation of the hybrid model will ensure that IT functions are operating with maximum efficiency and will produce savings in both IT related costs and in department productivity costs long-term. Therefore, the IT consolidation is not expected to be a source of significant savings for the 2011 budget.

Across-the-Board Cuts

Opportunity. The City's non-personnel budget is used to fund a broad range of City services including, but not limited to, the operation and maintenance of City facilities and vehicles and basic IT infrastructure required to run the City government. The non-personnel budget also includes funding for materials and supplies needed to provide services to citizens such as ice control on roads, medical and laboratory supplies, ammunition for Police, street lights, and recreation supplies. Funding for expert services contracts (e.g., CIRV and Keep Cincinnati Beautiful) is another example of items included in the non-personnel budget.

Implementation Consideration. Unspecified across-the-board cuts to the non-personnel budget result in unintended consequences. This type of reduction to non-personnel could mean that personnel would not have the material and logistical support required to maintain operations. This would impact services since the City would not be able to provide the same level of service in 2011 as in 2010 without the non-personnel funding needed to support operations. Therefore, the Administration does not recommend across-the-board non-personnel cuts. Rather, it is

recommended that reductions to specific services or programs be considered as reductions to the budget.

- **Specific City Council Policies**

Human Services Policy
Policy. Human Services are those services provided directly to individuals or families for meeting their basic human needs; for help in sustaining gainful employment; for social support and interaction; for assistance in overcoming specific pathologies; and for help in gaining access to available, appropriate services. The City of Cincinnati's current Human Services Policy states that a minimum of 1.5% of the City of Cincinnati's General Fund revenue shall be allocated annually to provide funds for Human Services program grants for service providers. However since 2005, the City Administration has recommended eliminating or reducing funding for the Human Services Policy.

Impact. The 2010 Budget contained $2,342,000 for Human Services which is approximately 0.7% of the General Fund revenues. The 2011/2012 Biennial Budget forecast assumes the same dollar figure in both years.

Arts Policy and Support
Policy. The City's current Arts Policy, amended in 1989, states that a minimum of 0.14% of the City's General Fund revenue shall be allocated annually to provide funds for the City's Arts Grants Programs.

Impact. Due to budget pressures, there is no funding in the 2010 budget for Arts Grants. The City does provide approximately $600,000 in the General Capital budget each year split among the Cincinnati Museum Center, Music Hall, and the Art Museum. The 2011/2012 Biennial Budget forecast assumes no General Fund resources would be allocated for Arts Policy.

Special Events Funding Policy
Policy. The City Council approved Special Events Funding Policy includes a 10% cost share for four heritage events as follows: 1) Findlay Market Opening Day Parade; 2) St. Patrick's Day Parade; 3) Black Family Reunion; and 4) Juneteenth.

Impact. While the funding for the four heritage events is built into the budgets of the departments providing services for these events; additional cuts to those departments could impact their ability to continue to provide these services. The 2011/2012 Biennial Budget forecast assumes no additional funding for Special Events besides the four heritage events and therefore all other special events need to cover 100% of the costs.

- **Administrative Charges for Projects and Outside Funding Agreements**

Policy. The Community Development, Economic Development, and Transportation and Engineering Departments are increasingly charging staff time to the implementation of specific Capital and Consolidated Plan projects. In many cases, staff positions are 80% funded through project resources rather than through a direct General Fund allocation. This means decisions to change Capital and Consolidated Plan project allocations affects personnel funding directly. Additionally, City Council often allocates funding through the budget process to neighborhoods or outside organizations. When this funding is allocated to outside organizations, a contract is

developed with measurable outcomes. The administration of these contracts involves staff time to develop, monitor and comply with the contract. Since the departments monitoring the contracts are highly reimbursable and do not have large General Fund allocations, the staff involved in monitoring the contract or project need to have their costs covered.

Impact. As a result, starting in 2009, ten percent of the funding allocated to each project or organization is used to support administrative expenses. As an example, if an organization is allocated $100,000 through an approved budget motion or ordinance, that organization actually receives $90,000. The remaining $10,000 will be used to support expenses incurred by the department administering the contract for that funding. There may be exceptions to the 10% rule, based on the type of contract and amount of funding, but they will be determined on a case-by-case basis.

Financial Management

- **Budgeted Reserve for Contingencies**

Policy. Typically, the City appropriates $1 million in the budget for Reserve for Contingencies each year. A budgeted reserve is a prudent budgeting tool to guard against unforeseen expenses, such as the rise in recent fuel and utility costs.

Impact. In 2010, the amount was reduced to $500,000 in order to help balance the budget. The 2011/2012 Biennial Budget forecast assumes the Reserve is at the $500,000 level in both years.

- **Structural Balance**

Policy. City Council passed an ordinance requiring the City Administration to deliver a structurally balanced budget. Structural balance is achieved when operating revenues meet or exceed operating costs. The City should strive for structural balance in order to ensure strong bond ratings and good financial health. As noted previously, unless addressed, the City's budget is forecasted to have a structural imbalance through at least 2014.

Impact. The City's currently has Moody's Aa1 and Standard & Poor's AA+ bond ratings. However, Moody's recently revised the outlook from stable to negative. Both bond rating agencies emphasized the need to maintain structural balance and avoid operating deficits. Due to the fact that the 2010 Budget heavily relied on one-time sources to balance the budget, it is anticipated that the 2011/2012 budget will be close to structurally balanced through either expenditure reductions and/or revenue enhancements.

- **Achieving and Maintaining a 10% Fund Balance**

Policy. The City's policy is to have a minimum combined fund balance of 10% of annual revenue. This is a generally accepted financial policy that allows for a prudent contingency for unexpected revenue decreases and expenditure increases.

Impact. In order to meet the standard, the General Fund ending fund balance requirement for 2011 would need to be $11.3 million. Currently, the ending fund balance is projected to be a negative $48.3 million, a shortfall of $59.6 million. While it is preferred to maintain a 10% fund balance, the priority for 2011/2012 would to be to first achieve structural balance.

Capital Budget Policy

- **Smale Infrastructure Spending Requirement/General Capital Budget Resources/**

Policy. The City's Smale infrastructure spending requirement to maintain the 0.1% income tax dedicated to infrastructure maintenance as approved by the voters in 1988 continues to place significant spending pressures on the General Capital Budget. The City meets its Smale infrastructure spending requirement within the General Capital Budget and the Operating Budget.

Impact. General Capital resources in the upcoming 2011/2012 biennium are estimated to be $112.8 million ($57.3 million in 2011 and $55.5 million in 2012), representing a reduction of $13.7 million when compared to the previous biennium, which totaled $126.5 million. The reduction in General Capital resources is primarily attributed to an anticipated decrease in income tax receipts and property tax supported debt. As General Capital Budget resources decline, infrastructure spending as a percent of the total General Capital Budget may need to increase in order to maintain the coverage rate necessary to preserve this dedicated revenue source. This means that less General Capital Budget resources can be utilized for economic development, environment, technology and equipment, housing and neighborhood development, and new infrastructure.

In addition, the Capital Budget for the Special Housing Permanent Improvement Fund (SHPIF), which funds market rate housing, will be significantly reduced in 2012 due to the expiration in 2009 of the Westin/Star tax increment financing payments. The Capital Budget for SHPIF is estimated to be $1.7 million in 2011 and $0.6 million in 2012. Going forward, the Capital Budget for SHPIF is estimated to be $0.3 million each year beginning in 2013.

Consolidated Plan Budget Policy

- **2010-2014 Consolidated Plan**

Policy. The new five year Consolidated Plan was completed during 2009. City Council policies were incorporated in the development of the Consolidated Plan.

Impact. The 2011/2012 Recommended Consolidated Plan budget will be presented in the context of the five year Consolidated Plan.

III. 2011/2012 Biennial Budget Issues

In preparing for the development of the 2011/2012 Biennial Budget, several issues have been identified that may have a significant influence on the Operating, Capital, and Consolidated Plan budgets. These items are listed below and categorized by type of budget.

Operating Budget Issues

- **Cincinnati Retirement System Funding**

Issue. On June 15, 2009 the City Council approved motion #200900902 that re-convened the Cincinnati Retirement System Task Force to study current trends in both public and private retirement programs, to analyze the City's ability to pay for currently provided benefits to current and future retirees, and to report to Council its recommendations on further changes to the Retirement system to resolve the unfunded liability.

The work of the task force is expected to be completed this month and a formal report will be sent to City Council. Current recommendations being considered include a range of potential employer contributions of 19.0% to 31.0%. The City currently contributes approximately 17.0%. Each 1% increase in the employer contribution rate has an $0.7 million impact on the General Fund and an $1.8 million impact on All Funds. Recommendations also include a possible lump sum cash infusion into the system. As such, the task force recommendation would have an impact on the 2011/2012 budgeted retirement contribution.

Impact. The City currently contributes approximately 17.0%. Each 1% increase in the employer contribution rate has an $0.7 million impact on the General Fund and an $1.8 million impact on All Funds. Since the task force recommendations have not been presented to or acted upon by City Council, the assumed retirement contribution rate for the 2011/2012 Biennial Budget forecast is 17%.

- **Employee Health Care Costs**

Issue. The City's healthcare costs increased by 21% in consecutive years 2003 and 2004. In 2005, the City made significant changes to the active employee healthcare benefits and from 2005 through 2008 realized 0% growth in health care costs from the 2004 level. In 2009 healthcare costs increased from 2008 healthcare costs by 22%. Approximately 65% of the increased cost is associated with high cost claims. From September 2008 through August 2009, 79 cases resulted in costs of $16,527,846 compared to the previous 12 month period of 62 cases with a cost of $11,310,590, or an increase of 17 cases at an additional $5,217,256. The City has not seen this kind of a spike in catastrophic claims in prior periods. Because of this, 2009 healthcare revenues fell short of expenses resulting in a significant drain on reserves. The fund balance decreased by $2.2 million from $11.0 million in 2008 to $8.8 million in 2009. At the end of 2009 reserve levels were $7.4 million less than the minimum fund balance required of $16.2 million. The minimum fund balance required for the City's health care to be properly funded is projected to be $17.2 million in 2010. Should this trend in catastrophic claims occur in subsequent years the healthcare fund could be completely depleted. Because of budget pressures in previous years healthcare funding rates have been reduced below desired levels that would have maintained reserve funds at actuarially sound levels and provided a cushion against a catastrophic year or years.

Impact. Reserve funds need to be restored to appropriate levels, which can be achieved through combination of increases to both the employer and employee contributions to health care costs. For the purposes of the 2011/2012 Biennial Budget forecast, the Administration is including an increase of $5.0 million in the employers contribution, which represents an increase of $3.2 million for the General Fund.

- **Potential Cost of Contract Negotiations in 2011/2012**

Issue. During 2010, the City is negotiating labor agreements with the Association of State, County, and Municipal Employees (AFSCME), International Association of Fire Fighters (IAFF) and Teamsters Local 100. The Fire contract expires on May 29, 2010. Negotiations on the Fire contract will begin soon. The AFSCME contract expires on August 7, 2010 and the Teamsters contract expires on October 2, 2010. During 2011, the City will negotiate agreements with the Fraternal Order of Police (FOP) and Cincinnati Organized and Dedicated Employees (CODE).

Impact. The table below shows the annualized cost of 1% increase for each employee group. Please note that these costs include both salary and wage items, and employee benefits that are salary related. For the purposes of the 2011/2012 Biennial Budget forecast, the Administration did not include any cost of living increases.

Annualized Cost of Each 1% Increase by Employee Group

	General Fund Cost	All Funds Cost	Contract Expirations
Barg. Unit	1.0% Increase	1.0% Increase	
IAFF	$756,728	$756,728	5/29/2010
AFSCME	$387,334	$1,083,921	8/7/2010
Teamsters	$0	$6,357	10/2/2010
CODE	$190,661	$627,411	3/20/2011
FOP	$960,202	$964,664	6/11/2011
Non-represented	$216,597	$392,707	
Trades	$4,546	$23,463	5/12/2012

- **Impact of the DROP Program**

Issue. The Ohio Police & Fire Pension Fund (OP&F) has provided both the Police and Fire Departments with the total number of employees enrolled in the DROP program (Deferred Retirement Option Program) that will be eligible to "drop" during 2011. A total of 107 employees will be eligible in the Police Department, and a total of 35 employees will be eligible in the Fire Department.

Impact - Lump Sums. While the OP&F will disclose the total number of employees eligible to "drop" in a current year, the entity will not release the names of those employees. This fact makes forecasting the amount required to cover the lump sum payments of employees "dropping" during 2011 difficult. In order to approximate the required amount, the leave balances for the most senior sworn Police and Fire staff were utilized. The Police Department has 107 sworn members that could possibly "drop" during 2011. Of these 107, only 34 will be required to retire or take a financial disincentive for staying on the police force. It is expected that two-thirds of this latter group will leave during the first quarter of 2011. The other 73 sworn members could potentially go ahead and retire in 2011 or run out their leave accruals. The required lump sum payments related to DROP enrollees for 2011 based on current assumptions is therefore estimated at $3.3 million for the Police Department. This need will be in addition to the base lump sum budget the Police Department currently has for regular retirements and separations.

Within the Fire Department, a total of 35 sworn members are expected to "drop" in 2011. Assuming none of these individuals opt to run out their time prior to retirement, and using a similar calculation based on senior staffing scenarios, lump sum payments for 2011 would total approximately $1.5 million. As with the Police Department, this need will be in addition to the base lump sum budget the department has for regular retirements and separations.

For the purposes of the 2011/2012 Biennial Budget forecast, the Administration did include the projected Police and Fire sworn lump sum costs.

Impact -Ending Strength. The Police Department anticipates that its beginning sworn strength as of January 1, 2011 will be 1,066. The anticipated ending strength as of December 31, 2011 for the department is 1,020 after accounting for the 34 employees that will retire under the DROP program and estimated 12 other employees that will leave for other reasons (i.e. regular retirement, medical separation, termination, etc.). This figure does not include any recruit classes. The anticipated ending strength of 1,020 is 113 under the authorized strength level of 1,133 authorized by the City Council. The department accepted the COPS Hiring Grant in 2009 in order to avoid the layoff of 50 Police Officers. To maintain compliance with this grant, the Police Department's sworn strength may not fall below 946. Without any recruit classes in 2012, the department's ending sworn strength as of December 31, 2012 is anticipated to be 979. While this level is 154 below the authorized strength level, it is still above the level required to avoid repayment of the COPS Hiring Grant. A recruit class will be required in 2012 to ensure that the department's strength level in 2013 does not fall below the 946 level or the City will face repayment of a portion of the grant.

The Fire Department originally anticipated that its beginning sworn strength as of January 1, 2011 would be 826. The department's ending strength as of December 31, 2011 for the department was expected to be 778 after accounting for the 35 employees that will retire under the DROP program and an estimated 13 other employees that will leave for other reasons during 2011. The department was recently notified that it would be a recipient of the 2010 Staffing for Adequate Fire & Emergency Response (SAFER) Grant from the Federal Emergency Management Agency (FEMA). The grant will only be accepted by the City if FEMA provides a waiver to allow normal employee attrition from the Fire Department during the grant period. If accepted, the grant will provide for the personnel costs of a recruit class of 40 to take place during 2010 and for the salaries of the graduated recruits during a two-year period. The action period of the grant requires that the recruit class commence by June 30, 2010. As a result, 40 recruits would graduate during December 2010, and the department's beginning sworn strength as of January 1, 2011 would then be 866. With the 35 DROP-related retirements and 13 other separations anticipated during 2011, the department anticipates that its ending sworn strength as of December 31, 2011 would then be 818. This level is still below the City Council authorized strength level of 841 by 23 members. While the SAFER Grant would provide personnel resources for the aforementioned recruit class, the non-personnel costs of the recruit class would not be covered. A total of $396,430 will be required to fund the non-personnel costs associated with this recruit class in 2010. A total of $24,000 would be required to fund recruit class-related non-personnel costs in 2011, and $68,200 would be required in 2012.

- **Utility Costs**

Issue. For the 2010 budget, the gas utility was not inflated and the electric utility budget was inflated by 2.0% to adjust for expected increasing costs. In 2010, the Convention Center naming

rights agreement expires. The agreement specifies that Duke Energy would provide electricity services to the City of Cincinnati until December 31, 2010. This expiration will allow the City to pursue a RFP process to obtain competitive rates for electric utility expenses. The savings or cost for electric power for 2011 can not be determined until the RFP process is completed. The natural gas utility contract with Energy USA will expire in June 2011. The expiration of the natural gas contract will allow the City to pursue an RFP process for a natural gas provider. The savings or cost for natural gas power for 2011 can not be determined until the RFP process is completed. In the meantime, the Administration will continue to conduct energy audits, evaluate consumption patterns and implement energy conservation programs citywide.

Impact. For the 2011/2012 Biennial Budget forecast, the gas and electric utilities are assumed to be nearly flat from 2010 due to the uncertainty of the RFP processes.

- **Fuel Costs**

Issue. The year-to-date cost for unleaded and diesel fuel for automotive equipment is $2.57/gallon (period ending 3/31/10). The 2010 All Funds Approved Operating Budget provided $2.38/gallon, which was a decrease from the 2010 Recommended Budget amount of $2.71/gallon. The US Energy Information Administration estimates for 2010 an average fuel cost of $2.94/gallon. This increase of $0.56/gallon over the 2010 budgeted amount of $2.38/gallon results in an $814,027 increase in the General Fund and $1,278,768 for All Funds, as shown in the table below. The following table additionally illustrates the budgetary impact for each $0.10/gallon cost increase.

Impact. The 2011/2012 Biennial Budget forecast includes an estimate of $3.14/gallon. This increase of $0.76/gallon over the 2010 budgeted amount of $2.38 results in a $1,104,751 in the General Fund and $1,735,471 All Funds increase as shown in the table below.

FUEL INCREASES: IMPACT ON GENERAL FUND AND ALL FUNDS

		General Fund		All Funds		
	Cost/Gallon	Total Cost	Additional Cost Over the 2010 Approved Budget	Total Cost	Additional Cost over 2010 Approved Budget	% Increase Over 2010 Approved Budget
2010 Approved Budget	$ 2.38	$ 3,459,610		$ 5,434,760		
2010 YTD Average Cost	$ 2.57	$ 3,735,798	$ (276,188)	$ 5,868,628	$ (433,868)	8.0%
2010 US EIA Estimate	$ 2.94	$ 4,273,637	$ (814,027)	$ 6,713,528	$ (1,278,768)	23.5%
2011 Tenative Tax Budget	$ 3.14	$ 4,564,361	$ (1,104,751)	$ 7,170,231	$ (1,735,471)	31.9%
Cost Increase per $0.10	$ 0.10	$ 145,362		$ 228,351		

Note: As of March 31, 2010, the YTD average cost per gallon was $2.57.

- **Required Financial Controls and Administration Staffing**

Issue. As a result of budget cuts over the past few years, staffing levels in Administrative departments such as the Accounts & Audits and Treasury Divisions of the Finance Department are at a bare minimum level, which has pressured the City's ability to maintain financial controls. Due to decreased administrative staff in the departments, internal controls have

weakened. In addition, smaller departments do not have the capacity to hire accountants and therefore many duties are being performed by staff that do not have the knowledge, experience and training necessary to do the job. It has been difficult to continue to perform some of the core functions in the Treasurer's office. For example, field audits for payers of Admissions Tax/Transient Occupancy Tax are no longer conducted and it is a challenge to reconcile the City's bank accounts on a timely basis. The annual audit has included increased findings due to these weakened internal controls. Additional budget cuts will lead to inadequate financial controls and oversight, which could lead to an adverse opinion by external auditors on the City's financial statements and to a downgrade of the City's bond rating. A downgraded bond rating would negatively impact the City's ability to obtain state and federal funding for its programs and initiatives as well as increase the cost of issuing debt for capital needs.

Training budgets were eliminated in general fund agencies in 2010 and this has made it difficult to keep up with GASB standards, best practices and changes to state and local laws. Controls need to be strengthened by maintaining or adding to current staff levels particularly in Accounts and Audits and Treasury and recommiting resources to training administrative staff.

Impact. General Fund non-public safety positions have been reduced significantly in recent years. This has been mostly accomplished through elimination of vacant positions, attrition and the early retirement incentive. At this point, any additional cuts to administrative departments, such as Human Resources, Law, Budget and Finance, will have an adverse impact on financial controls, oversight and service delivery to line departments such as Police, Fire and Recreation. This then has an impact on the line departments' ability to provide services to citizens. It should also be noted that administrative departments provide internal services to all City Departments, not just those in the General Fund, and so issues like MSD's increased hiring due to the Consent Decree have put pressures on the Human Resources Department.

- **Citywide Non-Personnel Cuts**

Issue. As part of the 2010 Operating Budget process, departments were instructed by the Administration to explore non-personnel "austerity" cuts before considering personnel layoffs. Many departments dramatically cut their non-personnel expenditures in areas like non-local travel, training, tuition reimbursement, subscriptions and memberships, printing and reproduction, and office machines. In order to avoid represented personnel layoffs, City Council approved additional non-personnel reductions for General Fund departments in many of the same areas.

These cuts adversely affect departments in different ways. These cuts adversely affect departments in different ways. The Department of Transportation and Engineering realized an 84% cut in areas such as non-local travel, training, and tuition reimbursement, making it very difficult for them to provide for the training and continuing education needs of their professional staff. In addition, due to budget constraints, there are five employees in acting capacities within the department which is not ideal. Community Development faces similar challenges, where recent retirements of long-term employees have left a gap in expertise and institutional memory. Developing the existing staff to fill the "gap" is difficult without adequate funds for training. The Department of Planning and Buildings has stopped reimbursing employees for mileage related to hearings, inspections, and site visits. The Finance Department's Accounts and Audits Division is impacted by training cuts in other departments when departmental liaisons do not have the funds for training in best practices and changing state and local laws.

Impact. Many departments are doing their best to absorb these cuts this year; however, some are having more success than others. Some departments like Planning and Buildings are being forced to hold vacant positions open in order to save personnel funding to cover shortfalls in non-personnel areas. This creates an additional workload for existing employees and can adversely affect service output and employee morale. Other departments like Transportation and Engineering are able to absorb the cuts this year because a majority of their staff is currently up-to-date with their training and certifications. However, if these cuts continue into 2011, it will have a detrimental impact on the professional and technical development of department staff, which will, in turn, adversely affect the overall quality of products and services delivered by the department. Furthermore, if these professional employees do not have the necessary travel and training funds to keep current on certifications and state mandated training, they will be unable to work on some projects such as bridge or building inspections. Departments could then be forced to make greater use of outside consultants at a higher cost than Department personnel, reducing the savings achieved from making the cuts in the first place.

- **IT Investment: Replacement Cycles/Innovation**

Issue. In response to Council Motion #201000077, the Regional Computer Center (RCC) formed an IT Discovery Team composed of RCC and Budget Office personnel to meet with City Departments to complete a citywide IT inventory and to assess how IT services are being utilized, funded and managed throughout the City. A preliminary assessment is that departments replace hardware and software in varying replacement cycles. IT equipment purchases are tied to the IT budget for each specific department, which results in departments with newer equipment on a 3-5 year replacement cycle while other departments continue to operate equipment 5 years or more until it is not longer operational. For these departments, parts are harvested for future equipment repairs. In addition, departments are buying hardware for specific projects rather than leveraging hardware that may already be in place elsewhere. This results in City purchased equipment operating at far less than capacity.

There is a clear need to replace aging IT hardware and software in the City. For example, both the Planning and Building Divisions rely heavily on aging computer equipment to provide good customer service. Eventually department software will not work on the current 2000 computer platform, requiring hardware and software upgrades which have not been included in the 2010 budget. This will slow down customer service and limit the department's ability to open and exchange files with outside organizations. Community Development is researching computer software costs to upgrade Microsoft Office to ensure office compatibility. The software upgrade is needed across the department along with specialized software to effectively and efficiently manage community development projects. Due to the nature of the department's operations, previous HUD regulatory requirements and potential repayments due to inadequate systems, the exploration of management software for loan processing, long-term management of portfolio's and project management is imperative. These are just two examples where updated technology would enhance department operations.

Impact. The Administration will be use savings from the IT consolidation process to strategically invest in some IT needs in order to streamline operations and reduce unnecessary costs.

- **Inadequate Funding Available for Current Recreation Service Model**

Issue. The Recreation Department currently operates 23 pools (two will not be operational this season due to renovations), four spraygrounds, and 26 neighborhood recreation centers. The current model is based on a neighborhood level of service. The department made significant reductions to its operations as a result of the required budgeted reductions for 2010, and pools and recreation centers will be/are operating at a "bare bones" level of service as a result for the current year. If the Recreation Department is faced with significant operating budget reductions for the 2011/2012 Biennial Budget, pool and recreation center closures will be inevitable as will be staff reductions (layoffs).

Faced with this likelihood, a shift to a more regional model of service delivery may be necessary, particularly if funding levels are not expected to rebound to prior years' levels within the next few years. With a regional model, one pool and/or recreation center would serve four or more neighborhoods rather than each supporting one to two neighborhoods as they do currently.

Impact. A shift to a regional model will not come without some difficulties. Special consideration would have to be given to which recreation centers/pools become regional facilities and which neighborhood facilities would be eliminated. Selection criteria for the regional model and related closures would be attendance/utilization levels, facility integrity, geographic proximity to other service offerings, revenue generation, and overall master plan objectives. The selection process as a result could become very political.

In addition, current recreation centers and pools were constructed based on a neighborhood level of service, and switching some of the facilities to have a regional focus may overburden the facility amenities. The existing recreation centers are designed for current programming and demand. Expanding service would require new regional recreation facilities to be constructed. The difficulty with this process is that current recreation center property footprints are too small for larger facilities. As a result, regional facilities may call for 100% or more of the current property to build, not including the space required for parking. Financing the construction of these facilities could also be problematic. The Recreation Department has historically received $4 million to $6 million annually in capital resources for annual allocation projects. The department estimates that the construction of one regional facility may require the department's total capital allocation for a given year. As a result, transitioning to multiple regional facilities to serve the citizens could take a number of years to implement. Additionally, dedicating all capital resources toward regional facility construction would diminish the department's ability to address emergency or general needs at the other Cincinnati Recreation Commission assets.

Also, the department has found that patrons are reluctant to cross neighborhood boundaries to participate in recreational programming or attend recreational facilities in other neighborhoods. As a result, the shift to the regional model would be less accommodating to the citizens, which could cause the regional model to not achieve anticipated service and revenue generation levels.

- **Property Management**

Issue. The Department of Community Development "holds" dozens of City-owned property in anticipation of future development. Many of these properties are bought and held in the hope that a developer will buy them to rehab or demolish and use for new development. These

properties carry significant costs, not only for general upkeep and maintenance, but also property tax expenses. Historically, Community Development has used CDBG funds or capital project funds to pay for these costs. However, it has come to light that property management costs of this type are not an appropriate use of CDBG or capital funds.

Impact. In order to properly manage these properties going forward, Community Development will need additional General Fund resources totaling approximately $150,000 annually. Additionally, as the city anticipates strategic development opportunities with larger scale land banking projects (such as the one in College Hill), associated maintenance costs must be considered. At this time, this need has not been addressed in the 2011/2012 Biennial Budget forecast.

- **Winter Operations Program Costs**

Issue. During the 2009-2010 winter season, the City received 38.4 inches of snow. This required the City to use 34,500 tons of road salt. Road salt costs have fluctuated between $47.00/ton in 2008 to $124.57/ton in 2009 to $62.01/ton in 2010. The average cost of road salt is anticipated to increase over the 2010 contracted amount due to the high demand for road salt in 2009-2010 winter season and the projected increased cost of transportation. At this time it is not possible to determine what the actual cost of road salt will be for the 2010-2011 winter season. The table below illustrates the budget impact when the cost of road salt increases from $62.01/ton to $65.00, $70.00, $80.00, $90.00, and $100.00.

ROAD SALT INCREASE: IMPACT ON ALL FUNDS

		All Funds		
	Cost/ Ton	Total Cost	Additional Cost Over 2010 Approved Budget	% Increase
2010 Contracted Cost	$ 62.01	$ 2,480,400		
	$ 65.00	$ 2,600,000.00	$ 119,600.00	4.8%
	$ 70.00	$ 2,800,000.00	$ 319,600.00	12.9%
	$ 80.00	$ 3,200,000.00	$ 719,600.00	29.0%
	$ 90.00	$ 3,600,000.00	$ 1,119,600.00	45.1%
	$ 100.00	$ 4,000,000.00	$ 1,519,600.00	61.3%

Note: This cost estimate is based on the City purchasing 40,000 tons of road salt.

The personnel overtime funding in Winter Operations was decreased by $101,740 in the 2010 Approved Budget as part of City Council's overall over-time reduction. However, the 2009-2010 winter season has already mandated an additional $527,740 in overtime over and above the budget. The table below illustrates the historical trends for overtime costs. It is important to note that when overtime funding is reduced beneath historic levels, it reduces the City's ability to respond adequately to snow and ice events.

WINTER OPERATIONS OVERTIME EXPENSES FROM 2005-2010

	All Funds		
	Approved Budget	Actual	Additional Cost
2010*	$ 327,850	$ 855,270	$ 527,420
2009	$ 625,945	$ 489,247	$ (136,698)
2008	$ 431,424	$ 507,910	$ 76,486
2007	$ 492,531	$ 481,123	$ (11,408)
2006	$ 478,721	$ 205,966	$ (272,755)
2005	$ 474,663	$ 393,722	$ (80,941)

* Note: The actual amount is YTD as of 4/1/10.

Impact. The 2011/2012 Biennial Budget forecast assumes a salt price of $90/ton which would increase the City's cost by $1.1 million over the 2010 amount. However, it is likely that the over-time budget will also need to be increased in order to respond adequately to snow and ice events.

- **The Banks (including the Cincinnati Riverfront Park) Overall Ongoing Operating Costs**

Issue. The development of The Banks will create a new neighborhood on Cincinnati's riverfront between Paul Brown Stadium and Great American Ballpark. Upon completion, The Banks project will include roughly 2.8 million square feet of new mixed-use construction, including office space, housing units, hotel rooms, retail, and the Cincinnati Riverfront Park. The following needs are identified by City departments to provide services to this new neighborhood.

Impact. The Police Department will setup a subunit within a facility at The Banks development. The facility to be utilized by the department would not be owned by the City, but would be leased at essentially no cost due to a payment that would be provided by the developer in exchange for the security presence at The Banks. Finishing the facility to meet the Police Department's specifications would cost approximately $475,000 from the Capital Budget.

The Police Department will not need to add to its existing complement in order to staff the new subunit. The Department will move a portion of its District 1 complement to the site. As a result, the only additional annual operating costs to be incurred from the arrangement includes utilities, a networked copier lease, replacement of floor mats, cleaning service, alarm service, phone recording system maintenance, and phone service. The estimated annual operating cost of the facility is $45,000, which the Police Department has stated will be absorbed within their existing budget. One issue that may have an impact on the Police Department's operating budget going forward is the issue of parking. The developer appears to be amenable to providing some parking spots in the facility's courtyard for marked police cars; however, additional parking will be required for unmarked cars and personal vehicles.

The Cincinnati Riverfront Park is currently under construction and planned to be opened in May 2011. The annual operating costs associated with Phase I of the new park are $700,000, which provides for the green infrastructure and maintenance to the park. The estimated operating costs of $520,000 for 2011 have been pro-rated to reflect a partial year of operation and are included in

the 2011/2012 Biennial Budget forecast. The annual operating costs when the park is fully constructed are expected to be $1.4 million.

The Park Board has negotiated a Common Area Maintenance charge (CAM) that will be paid on all the square footage built and leased within the Banks Development. However, until these buildings, retail, hotels, condos, and apartments are built and leased, the Park Board does not anticipate significant revenue from the CAM to offset the operating costs. It remains to be determined how much other revenue the park will generate to offset the maintenance costs, which will otherwise be borne by the General Fund.

The Fire Department anticipates that this project will necessitate 92 new ongoing inspections by the end of 2011 and an additional 92 ongoing inspections by the end of 2012. These inspections of apartment units, condos, hotel rooms and office spaces will include quarterly reviews by the Fire District Chief, Fire Company, and Fire Specialist. The cost of these reviews is anticipated to be absorbed within the Department's 2011/2012 appropriation.

In the Public Services Department, estimated ongoing operating costs total $280,000 to support corner can service, lighting, signage, and street maintenance.

- **Washington Park Operating Issues**

Issue. Washington Park is being renovated by Cincinnati Center City Development Corporation (3CDC) and is planned to be opened in 2011. As part of this renovation, 3CDC is building an underground garage that features a green roof, which will extend Washington Park. Additional improvements include: a dog park, walkways, lighting and irrigation, a comfort station and concession building, landscaping and a major new event lawn and stage. A new fountain will be the centerpiece of the park, as well as a plaza facing Music Hall. Two ramps will provide vehicular access to the garage and three headhouse structures will house stairs and elevators to provide pedestrian access to the underground garage. Implementation of the Washington Park master plan is being funded by 3CDC.

Council approved the enhancement of Washington Park through their approval of the 2007 Centennial Master Plan, which included the recommendation to renovate and expand the park. In addition, the expansion and renovation of the park was a part of the approved Comprehensive Plan for Over-the-Rhine (2002). The master plan for Washington Park was approved by the Park Board in 2009.

Impact. The 2011/2012 Biennial Budget forecast includes the annual additional operating costs associated with the renovated park of $450,000. The estimated operating costs of $150,000 for 2011 have been pro-rated to reflect a partial year of operation. The Capital Budget Issues section addresses the capital needs of this project.

- **OPEN Cincinnati Staffing**

Issue. On June 10, 2009 City Council adopted a motion (Doc. #2009000873) directing the City Administration to adopt all budget neutral recommendations of the OPEN Cincinnati Task Force. To accomplish these recommendations there has been an increased demand for staff time from the Office of Contract Compliance and the Purchasing Division of the Finance Department. The

increased demands of implementing OPEN Cincinnati/SBE Leadership initiatives can no longer be accomplished in a cost neutral way.

Impact. In order to continue to facilitate the new SBE process additional positions and associated non-personnel are included in the 2011/2012 Biennial Budget forecast as listed in the table below.

Position	**FTE**	**Salary**	**Benefits ***	**Total Cost**
OPEN Cincinnati Lead	1.0	$100,000	$37,400	$137,400
Buyer	1.0	$56,100	$20,981	$77,081
Buyer	1.0	$56,100	$20,981	$77,081
Administrative Technician	1.0	$42,490	$15,891	$58,381
Contract Compliance Specialist	1.0	$56,096	$20,980	$77,076
Contract Compliance Specialist	1.0	$56,096	$20,980	$77,076
Clerk Typist 2	1.0	$35,920	$13,434	$49,354
Full Year Funding for Contract Compliance Specialist	0.0	$17,980	$6,725	$24,705
TOTAL Personnel	**7.0**	**$420,782**	**$157,372**	**$578,154**
**Benefits estimated at 37.4%*				
Non-Personnel Expenses		**One-Time**	**On-Going**	**Total Year 1**
SBE Officer		$4,000	$1,000	
Purchasing		$10,500	$2,000	
Contract Compliance		$11,000	$4,000	
Mae Consulting Costs			$30,000	
TOTAL Non-Personnel		**$25,500**	**$37,000**	**$62,500**
GRAND TOTAL				**$640,654**

- **Contractor Registration Program: Understaffing and Underfunding**

Issue. In November 2007, City Council passed ordinance no. 406-2007, which created the Contractor Registration Program. The program had a two year sunset provision and was renewed by Council without a sunset clause in November 2009 (ord. no. 355-2009). As a result of implementing this new program, the Department of Planning and Buildings was given additional resources and staff in the 2009 Approved Operating Budget. Total value of these additions was $118,070.

As part of the budget reductions in 2009 and the 2010 Approved Operating Budget Update, some of these increases were eliminated. Most significant of these eliminations was the layoff of a Clerk Typist 3 (salary: $35,885) during the 2009 additional reductions process. The department is concerned that without the restoration of that position as well as additional funding to upgrade a Supervisor position the program may not be able to continue. The department also believes the program has room to expand and generate additional revenue with additional staff and funding.

The Finance Department also had requested funding for the 2009 Operating Budget to create a Contractor Education and Field Audit Team. Personnel costs for this team consisted of $153,900 for three Senior Accountant positions and $25,700 in non-personnel costs. The Finance Department estimated that it could collect at least $250,000 per year in additional Income Tax revenue as the result of this team's efforts. However, this additional funding was not approved in the 2009 budget process.

Impact. If the program were to be discontinued it would mean the potential loss of $265,700 in direct revenue as well as a loss in Income Tax revenue. Discontinuing the program would also require approval from City Council. Restoration of all positions needed to effectively run this program would cost approximately $215,155. At this time, the 2011/2012 Biennial Budget forecast does not include additional funding for this program.

- **Significant Decline in Water Consumption**

Issue. Water Consumption within the City and Hamilton County continues to decline at an accelerating pace. In 2009, Water Works experienced its lowest consumption total since 1996. Water Works has reported that water consumption is down 9% for the first two months of 2010 compared to the first two months of 2009. Also water consumption in December 2009 was down 8% compared to December 2008. There has been a long term trend in the decline of water consumption in the City of Cincinnati and Hamilton County related to the following factors: 1) decreasing household consumption as a result of decreasing household size; 2) a decline in business/commercial consumption; and 3) the use of low-flow fixtures in new construction and renovations.

This trend has been exacerbated by the economic recession. The economic downturn has been a major factor for all major customers classes. Industrial/manufacturing sector customers have seen the largest decline with a 25% drop in consumption. Compared to 1992 (previous period of economic downturn), consumption during 2009 is over 17% lower within the City and Hamilton County. Compared to a more normal year, consumption within the City and Hamilton County is 21% lower in 2009.

The continued decline in consumption posses significant challenges when trying to spread fixed costs of the utility. Faced with this consumption trend, in 1992 the Water Works Department adopted a strategy of seeking new customers to help spread the fixed costs of the utility. Water utilities have huge fixed costs as well as increasing costs related to regulatory compliance. Water Works has adopted a growth (expansion) strategy to compensate for the decline in City consumption. Water Works has sufficient existing capacity to add new customers without the need of any significant plant expansion. Therefore, in recent years, the decline in Cincinnati and Hamilton County retail consumption has been offset by the increase in wholesale consumption.

Impact. Every 1% decline in water consumption results in a $1,137,000 reduction in water revenue. Declines in water consumption also impact MSD revenues. MSD is projecting revenue reductions between $5 million and $10 million for both 2011 and 2012. Increasing water rates and sewer rates to offset declines in consumption may be one solution.

• Revenue Ideas

Issue. To offset the escalation in operating expenditures, particularly in the General Fund, new revenue options are desperately needed. Budget deficits in the tens of millions of dollars have been addressed over the past two biennial budget cycles. Cities in Ohio are expecting drops in their share of the state and local government fund, as well as, income tax collections, and Cincinnati is no exception. The identification of new alternative revenue sources will be critical in determining the level of cuts we will have to make during the current year and the 2011/2012 biennial budget.

The City of Cincinnati has instituted very few changes in its revenue structure over the last 25 years. The only major change during this period to the City's Income Tax Revenue stream occurred in 1988 when citizens voted to approve an increase in the income tax rate from 2.0% to 2.1% to maintain existing infrastructure. Over the last 10 years, the City has slightly increased the revenue for licenses, permits, fines, penalties, and charges for services, but these categories combined are only around 11.0% of the total Operating General Fund revenue.

The experience of other Ohio cities may be helpful. With limited options, the City of Columbus, Ohio approved an increase to its income tax rate in 2009 from 2.0% to 2.5%. Expected proceeds for the General Fund from the increase are $84.55 million in 2010.

In Toledo, Ohio City Council approved a monthly $15 trash fee that is expected to increase revenue by $10.5 million in 2010. The City also passed the elimination of a reciprocity income tax credit for residents who work outside the City. This change is projected to bring in an additional $8.0 million in income tax revenue to the City. Also, Toledo passed a new 8.0% admissions tax to generate $1.0 million more in revenue.

The City of Cleveland instituted their own monthly waste collection fee of $8 per unit for property owners which started January 1, 2010. Property owners are responsible to pay this unit fee for dwelling up to four (4) units. Monthly charges appear in their monthly water bills.

Impact. Specific tax and fee increases are discussed in Section II: Budget Policy Considerations. Whatever decisions that are made should be sensitive to our residents who may not have the ability to pay. However, if none of these revenue options are implemented, draconian cuts will be necessary for the 2011/2012 Biennial Budget, which could significantly reduce or eliminate vital city services to these same residents who need them.

As in the past, the Administration will present the City Manager's Budget Recommendations to City Council with revenue enhancements. In light of the situation facing the City in the 2011/2012 budget and beyond, it is appropriate to look at sustainable revenue streams that will enable this government to provide services.

While the City must take the budget conditions facing us very seriously, and plan for the deficits upon us, there are investments the city has made that will contribute to Cincinnati's long-term health. These will most affect the 2013 and 2014 budgets and beyond. With the GO Cincinnati strategy approved by Council, we hope to see additional investment along the Madisonville, Bond Hill and Queensgate corridors, similar to those job creation and infrastructure investments by Medpace and Graeters. New jobs and investment such as those with the opening of the Great

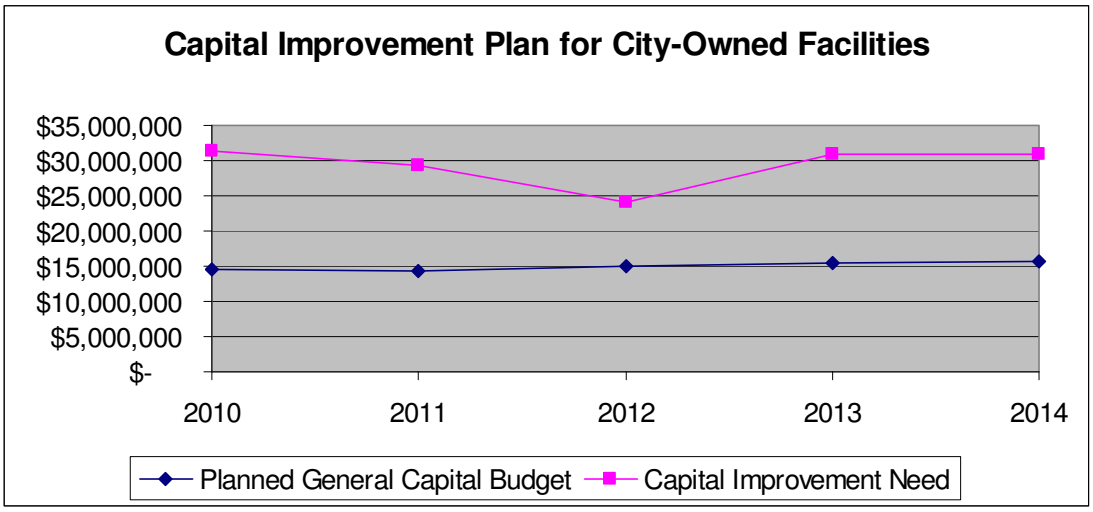
American Tower at Queen City Square, Cincinnati Children's Hospital's expansion into the Vernon Manor, and the first phase of The Banks next year, will provide workers who pay income taxes to help the General Fund. Also, jobs and property investments spurred by the streetcar will come on line following that. These are projects where the City's initial investment will yield greater returns that contribute to, rather than detract from, the City's financial growth.

Capital Budget Issues

- **Overall City Facility Needs**

Issue. On June 16, 2003, the "Capital Improvement Plan for City Facilities" report (Doc. #200306339) was submitted to the City Council's Finance Committee. This report provided an analysis of citywide General Capital Budget facility renovation needs for the Recreation, Parks, Public Services, and Health Departments. In 2003, the total estimated capital improvements need for City-owned facilities over the six-year period was $160.6 million and the planned expenditures totaled $78.2 million, leaving a shortfall of $82.4 million. Renovations and improvements to existing City Facilities is part of the City's required Smale Infrastructure commitment. If the City continues to inadequately fund city facility needs, the operating budget will continue to be negatively impacted with higher operating and maintenance costs. In addition, outdated facilities could hinder service delivery to the citizens.

Impact. An update of that report shows a total capital improvements need of $176.9 million for 2009-2014 and a planned allocation amount of $87.6 million, generating a shortfall of $89.9 million. In the 2011/2012 biennium, the total need is $53.5 million, the General Capital Budget totals $29.3 million, and the estimated shortfall for capital improvements for City facilities is $24.2 million. At this time the 2011/2012 Biennial Budget capital forecast does not address this issue.



- **Impact of "Mega" Projects on General Capital Resources**

Issue. The funding of several "Mega" Projects is expected to create pressure on the 2011/2012 General Capital Budget and the 2011-2016 Capital Investment Program. Mega Projects are large stand-alone capital projects that require funding from General Capital resources, which will result in reductions to anticipated General Capital Budgets within departments.

Impact. "Mega" Projects total $18.6 million in the 2011/2012 Biennial Budget capital forecast, which includes the following projects: Cincinnati Riverfront Park ($4.0 million in 2011 and $2.0 million in 2012); Economic Development Opportunities ($3.5 million in 2011); I-75 Expansion/Public Services Facilities Relocation ($3.5 million in 2012); Washington Park ($2.0 million in 2011); Western Hills Viaduct ($1.0 million in 2011 and $0.5 million in 2012); Yeatman's Cove Upper Walkway ($1.0 million in 2011); and the replacement of $1.1 million in resources in 2011 that were diverted in the 2010 capital budget in order to replace resources used to balance the 2009 budget.

- **Fleet Replacement**

Issue. The Fleet Replacement Capital Budget supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. In 2010, the Fleet Replacement capital project was reduced by $559,800 from the 2009 Approved Capital Budget from $5,494,400 to $4,934,600. The 2010 Fleet Replacement capital project purchases are limited to vehicles in essential City services provided by Police, Fire and Public Services Department. Currently, 1,181 out of 2,419 pieces of motorized equipment are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs.

Impact. An additional $2.3 million a year for ten years would be needed to initiate a program to bring the fleet into lifecycle. Maintaining equipment beyond the recommended lifecycle increases departmental operating budgets for fleet maintenance. For instance, the more that Public Services packers are out of life cycle, the larger the fleet maintenance costs are which impacts the General Fund operating budget for that department.

- **Economic Development Focus**

Issue. The Economic Development focus of the City continues to progress and expand. The economic development function within the City Manager's Office and the work of Cincinnati Center City Development Corporation (3CDC) continue to cultivate and develop opportunities that require resources for implementation. Additionally, the Streetcar and Banks Development present long-term opportunities that require support from the City.

Impact. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2011 for Economic Development Opportunities in the amount of $3.5 million which will be used to purchase large plots of land that can be made development ready. When the City invests capital funding for economic development opportunities (like land, the streetcar, and building projects), the result is growth in the tax base. The tax base provides the revenues to support the delivery of services to citizens.

- **1-75 Expansion and Relocation of Public Services Facilities**

Issue. The Ohio Department of Transportation (ODOT) is in the process of widening I-75. This project will require the relocation/reconfiguration of the City's Traffic and Road Operations Division, Highway Maintenance Section, the Fleet Services Division, and Public Services Administration. The impact on the sites from the I-75 construction will include building

demolition, land acquisition by ODOT, and altering site access. The project began in April 2010 and will conclude April 2013.

Impact. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2012 for the Public Services Relocation/Reconfiguration in the amount of $3.5 million. The decision is to rebuild on other portions of the existing site footprint. The Public Services facility relocation project estimated completion date is late 2012.

- **Cincinnati Riverfront Park Capital Issues**

Issue. The Cincinnati Riverfront Park project has been approved to receive $4.0 million in capital funding in 2011. However, the Park Board is requesting an additional $2.0 million in capital funding for 2012 to augment the Federal funding process, since Federal funds are coming in at a slower rate. Additional capital funding is necessary so that the northern edge of the park continues to develop in tandem with the southern edge of the Banks Development.

The Park Board has requested $7.5 million from the State of Ohio (2011/2012) and $6.5 million from the Federal government (2011). Lastly, the Park Board has fundraised over $7.0 million privately and will continue to solicit private donations and grants.

Impact. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2011 and 2012 for Cincinnati Riverfront Park in the amount of $6.0 million.

- **Washington Park Capital Issues**

Issue. As previously mentioned Washington Park is being renovated by 3CDC and is planned to be opened in 2011. As part of the construction costs, 3CDC has requested a direct City capital contribution. As part of the Washington Park renovation, there are plans to convert 13th and 14th streets to two-way traffic and to do streetscape improvements to the opposing sides of the streets surrounding the park.

Impact. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2011 for the Washington Park in the amount of $2.0 million. However, at this time no funds have been set aside for the two-way conversion which is estimated to be approximately $200,000 nor the Streetscape improvements which is estimated to be approximately $1.0 million.

- **Deterioration of the Yeatman's Cove Upper Walkway**

Issue. The upper walkway at Yeatman's Cove is a high profile and strong visual component of Sawyer Point Park and is one of the gateways into the City of Cincinnati. The walkway has deteriorated to a point where there are numerous trip hazards, and public safety has become a concern. The existing pavers were set on an asphalt setting bed to help the pavers handle movement and settling. Over the years, the pavers have broken down and deteriorated beyond repair or patching. On the lower level, the pavers and asphalt bed were removed down to the concrete base, and exposed aggregate concrete was installed. If installed on the upper level, the exposed aggregate concrete will have expansion and control joints installed to allow for movement. In addition, the new concrete surface would be able to handle vehicle traffic.

Impact. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2011 for the Yeatman's Cove in the amount of $1.0 million. As the total cost of the project is anticipated to be $1.4 million, the remaining $400,000 is to be funded through Recreation Commission funding sources such as the Sawyer Point Fund 318 and the Yeatman's Cove Park Trust Fund 403. Any cost overruns would need to be absorbed by the Recreation Department within its normal Capital Budget target.

- **Western Hills Viaduct Replacement Design Work**

Issue. The Western Hills Viaduct was constructed in 1932 to span the Mill Creek Valley and the CSX Railroad Classification Yard. Today the half-mile long structure is used by approximately 55,000 vehicles per day. The viaduct is owned by Hamilton County and maintained by the City by contractual agreement.

The main double-deck bridge that makes up the Western Hills Viaduct is currently rated in poor condition with a bridge rating of four (out of ten) primarily due to deterioration of structural members. Some of these deteriorating structural members are classified by the Ohio Department of Transportation as "fracture critical", which are members that could result in a bridge collapse. The bridge also features poor roadway geometry resulting in sub-standard traffic flow and increased accidents, as well as poor bicycle and pedestrian accessibility.

Impact. The Department of Transportation and Engineering is currently working with the Hamilton County Engineer's Office to select a consultant for preliminary design work. This preliminary design work will require $1.5 million, which will cover the design, environmental studies, and public input/involvement. The 2011/2012 Biennial Budget capital forecast provides for a mega-project in 2011 and 2012 for the Western Hills Viaduct in the amount of $1.5 million.

Once preliminary design work is completed, a preferred alternative will be selected to proceed with the final detailed design process. Construction of a new viaduct is planned to coincide with the Brent Spence Bridge project which is currently scheduled to begin in 2015.

- **Replacement of the Police District 3 and District 5 Facilities**

Issue. The Police District 3 facility and District 5 facility are inadequate for current staffing levels and provide no potential to accommodate increased staffing, volunteer efforts, or necessary equipment, such as additional computer workstations for near real-time offense reporting and retrieval of investigative and analytic information available through improved technology. In addition to inadequate space, the current condition of both facilities poses safety concerns and do not meet current code requirements.

The District 3 facility, which is located in East Price Hill, was built in 1907 and has approximately 14,900 square feet of useable space. The facility was originally staffed by 40 employees but now houses 170 employees. The District 5 facility, which is located in Clifton, was built in 1957 and has approximately 7,300 square feet of useable area. Currently, 140 employees are assigned to this location despite its small size. The number of staff now assigned to each facility justifies an approximately 40,000 square feet facility for each district facility. As a result of cramped quarters, occupants of each facility are forced to set up workstations in hallways, which pose safety concerns. In addition, both facilities have computer servers in spaces that are not secured nor properly ventilated, which puts the equipment at risk of damage

or destruction. Also, both facilities have inadequate storage space, undersized locker rooms, and inadequate or a total lack of female locker rooms. The City is also incurring additional expenses in relation to both facilities, as the Police Department has had to rent an old fire station across the street from the District 3 facility for its investigators and interview rooms and has had to rent a garage facility near the District 5 facility to allow for vehicle maintenance. Parking is inadequate at both facilities for visitors, employees, overnight parking of towed vehicles, and vehicles being held for immediate crime scene processing. The current evidence rooms at both facilities are too small and do not meet the standards of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

In the District 3 facility, the employee break area is also used for processing prisoners. The armory opens into the break area. In addition, the interview facilities are across the street in a rented facility, requiring the Police Department to walk prisoners in custody across the street for interviews. In the District 5 facility, the Roll Call Room is also used for processing prisoners, and the interview rooms and DUI room are also adjacent to this space. The District 5 facility also does not have a separate restroom facility for prisoners. In addition, the interview rooms do not allow for video cameras. In both facilities, neither Roll Call Room has safe walls. Safe walls prevent ammunition that is accidentally discharged from going through walls and striking individuals in adjacent rooms. In addition, the armories at both facilities are not large enough to hold all of the equipment assigned.

Both the District 3 and District 5 facilities are considered essential facilities per the Ohio Basic Building Code (OBBC) and should therefore meet the requirements for Seismic Use Group III. Neither facility currently meets this regulation, and any renovation work, addition, or replacement would require compliance with this code. In addition, neither facility has a permanent backup generator. Also, the District 3 facility is not in compliance with the provisions of Americans with Disabilities Act (ADA). There is a lack of accessibility to the second floor, and the restrooms do not meet code. These ADA issues cannot be addressed within the existing building due to lack of space.

Impact. The City Facility Management Division of the Department of Public Services recommends the replacement of both facilities instead of additions and renovations to the current facilities. Both facilities are located on park property, and expansion of the facilities would reduce the park area for the surrounding communities. In addition, District 3 is surrounded by a public library that is designated as a historical landmark on one side and by a recreation center that was recently renovated on the east side. Also, the location of the existing District 3 facility is not central to its service area and would better serve its communities from a different location. The District 3 facility is also a historical landmark, which would make any renovation to the facility especially challenging. The City Facility Management Division estimates that construction of one new police district facility would cost between $15 million and $16 million, resulting in a replacement cost of $30 million to $32 million for both facilities. Due to the large funding requirement for the projects, normal Capital resources cannot be used. The Administration recommends forming a taskforce to investigate possible funding options.

- **Implementation of the Comprehensive Right-of-Way Ordinance**

Issue. On December 16, 2009, City Council passed ordinance no. 363-2009: the comprehensive right-of-way ordinance. The purpose of this ordinance was to regulate the uses and placement of structures within and upon the public right-of-way. Included in this legislation were

modifications to the Cincinnati Municipal Code concerning benches, planters, news racks, bus stop shelters, outdoor dining areas, sidewalk vendors, and various other items.

Council's two highest priorities in this ordinance were the removal of existing privately owned advertising benches and the placement of news racks into a modular type condo system. Council also indicated that any removed bench seating should be replaced. These mandates for updating benches and news racks did not come with any additional funding.

Impact. The Department of Transportation and Engineering (DOTE) is currently finalizing the implementation process for the right-of-way ordinance. This process includes the removal of the existing advertising benches and the establishment of news rack modular locations and occupation procedures. In order to fund the procurement, installation, and maintenance of the modular news racks, DOTE has requested $250,000 in additional capital project funding. Additionally, the department has requested $750,000 for the replacement and maintenance of approximately 800 advertising benches at Metro bus stops. These funding requests total $1.0 million and would be needed in the 2011 budget.

If additional funding is not available, DOTE will use a phased approach to implementing these right-of-way upgrades. DOTE will pursue bench and news rack replacement in high traffic areas, particularly the Central Business District. These replacements will be made as funding becomes available from DOTE's existing capital budget allocation. This phased approach will result in a much longer timetable to complete the replacement of benches and news racks.

Consolidated Plan Budget Issues

- **The City's Relationship with the Department of Housing and Urban Development (HUD)**

The HUD Office of the Inspector General has conducted four audits of Cincinnati and additional monitoring visits. These audits resulted in approximately $1.2 million in findings the City must repay, either through reducing its grant or repayment with City resources. From 2007-2009 the City repaid HUD a total of $3.95 million in City funds for findings related to Huntington Meadows. As such, there is a need to mend the City's relationship with HUD and repair the City's reputation at the Federal Level.

A key component to ensure that additional findings and problems do not arise in the future is the establishment of appropriately staffed oversight and monitoring functions. This includes appropriate staffing levels in the Office of Budget and Evaluation under the Community Development Administrator. In addition, staff in the Department of Community Development's monitoring section must be focused on monitoring. Currently, work related to the Human Services Policy still consumes a significant portion of the time of the three staff in the monitoring section. Overall HUD funds, in particular Community Development Block Grant (CDBG) administrative funds, need to be allocated in the most efficient and strategic manner to ensure all four Consolidated Plan programs, CDBG, HOME, Emergency Shelter Grant (ESG), and Housing Opportunities for Persons With AIDS (HOPWA), receive the appropriate level of legal, financial, and regulatory oversight.

IV. 2011/2012 Community Priority Request Process

- **Background**

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.

- **Citizen Priority Request Process Update**

For the 2011-2012 CPR process each neighborhood was asked to submit three priority requests. A total of sixty-six requests were received from twenty-five neighborhoods. The appropriate City Departments will receive the requests and make recommendations as a part of their departmental Operating, Capital, and Consolidated Plan budget request.

V. City Employee Budget Ideas

During the development of the 2010 Budget Update, the Administration encouraged employees to share their thoughts, ideas, and concepts to assist in the preparation of a balanced budget in the harsh economic climate faced by the City. During that time, a total of 162 budget savings ideas were obtained from employees. Since then, additional suggestions have been obtained. The Office of Budget and Evaluation has since revisited the originally submitted the ideas along with the newly submitted ideas and has analyzed a total of 184 budget savings ideas for possible incorporation into the 2011/2012 Biennial Budget.

The employee budget suggestions covered a wide spectrum ranging from simple in nature (e.g. elimination of specific programs) to the more complex (e.g. reviewing procurement procedures to insure the City acquires its goods and services at the best possible price). Recurring themes include charging for solid waste pick up, going to a four day work week, and allowing employees to buy vacation time. Suggestions were divided into 12 categories listed by the total number of comments/suggestions received. The 12 categories, along with a few representative examples of each category, are included below.

- Efficiency Idea – 35 ideas; primary examples include utilizing more buildings the city currently owns instead of leasing, installing rain water collection systems in firehouses, and recycling paper and ink cartridges

- Revenue Enhancements – 37 ideas; primary examples include charging more for health care services, instituting a solid waste fee, stopping the rollback of property taxes, and increasing the collection of money owed to the City.

- Specific Program Elimination or Reduction Idea – 17 ideas; primary examples include health clinics, pools, the Office of Environmental Quality, and the Mounted Patrol Unit within the Police Department.

- Employee Concession Idea – 24 ideas; primary examples include getting rid of Sick Use Incentive (SUI) days and suspending Sick-with-Pay (SWP) Buy Back and Deferred Compensation match.

- Miscellaneous Non-Personnel Reduction – 13 ideas; primary examples include eliminating unnecessary phone and fax lines, reducing the number of take home cars, and turning in used ink cartridges to a supplier for discounts on office supplies.

- Working Conditions Idea – 8 ideas; primary examples include allowing employees to purchase vacation time, allowing leave without pay, and working shorter work weeks.

- Employee Buyout – 6 ideas; all ideas submitted represented a variation of an early retirement incentive for employees within a certain number of years of retirement.

- Employee Type Eliminations – 3 ideas; primary examples include the elimination of contract workers, part-time employees, and some supervisors.

- Capital Investment – 4 ideas; primary examples include waste transfer improvements to save on operating costs, and costs savings on maintenance through utilizing preventive maintenance products for Fleet Services.

- Department Reorganization – 10 ideas; primary examples include combining the Parks Department with the Recreation Department and merging departments with Hamilton County.

- Privatization – 6 ideas; primary examples include contracting out for the painting of lines on city streets, for collections from parking meters, and for the operations of the Police Impound Lot and City parks.

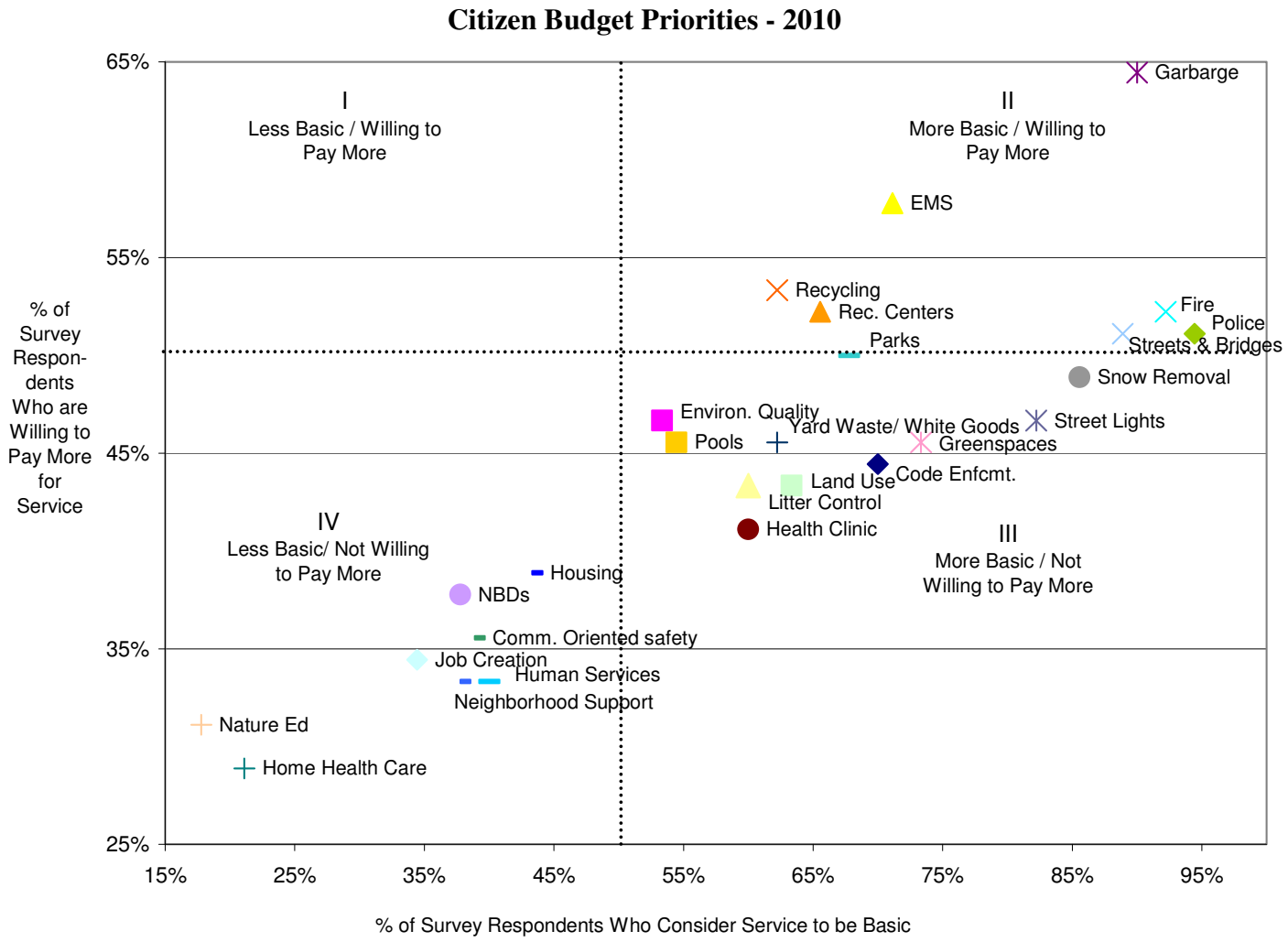
- Other – 21 ideas; primary examples include providing employees with a residency incentive for relocating to the city, allowing budget staff to collaborate with local universities to compare the employee base of similar cities, and requiring development contracts to have a local hiring preference language. Suggestions that were classified as "Other" are ideas that can't be categorized into the other categories listed above.

Of the total 184 ideas, a total of 29 ideas, or 16%, have already been implemented, including the installation of solar panels on as many buildings as possible, investment in technology, and reducing the number of phone lines. A total of 32 ideas, or 17%, have merit for the short term and will be explored further to include within the 2011/2012 Biennial Budget. Some of these ideas include eliminating printed paychecks and direct deposit forms for employees, implementing an improved patient revenue collection system for the Health Department, and utilizing the exceptional appointment process more often as a means of reducing the practice of testing a large group of candidates for only a few vacant positions. A total of 49 ideas, or 27%, have merit for the long term and could possibly be implemented beyond the 2011/2012 Biennial

Budget. Some of these ideas include combining services with Hamilton County and eliminating longevity payments. This latter set of employee budget ideas requires more extensive review and consultation with the Department of Human Resources, the Law Department, and the Finance Department. Finally, 74 ideas, or 40%, are ideas that no not warrant consideration now or in the foreseeable future. Some of the ideas include getting rid of all take-home cars, getting rid of all part-time employees, providing lunch to city employees and charging for it, and turning off certain street lights.

VI. Neighborhood Summit - Citizen Budget Survey Results

Attachment E summarizes the significant findings from a non-scientific survey conducted by the Office of Budget and Evaluation for the City of Cincinnati. A total of 90 participants from various neighborhoods within the city filled out the survey at the Neighborhood Summit on February 27, 2010. The survey was distributed to all 650 participants at the Neighborhood Summit. Based on that, 90 participants represents an approximate 14% response rate. The chart on the next page combines the results from two questions: "What do you consider to be a basic service?" and "…choose whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced?"



There were no services that fell into Quadrant I, which included services that are considered less basic but survey respondents were willing to pay higher taxes or fees to receive.

Services that fell into Quadrant II, which included services that are considered more basic and survey respondents were willing to pay higher taxes or fees to receive include: Garbage collection, EMS services, Recycling, Recreation Centers, Police and Public Safety, Fire Services, Maintenance of Streets and Bridges and Parks.

Services that fell into Quadrant III, which included services that are considered more basic but survey respondents were NOT willing to pay higher taxes or fees to receive include: Snow and Ice Removal, Environmental Quality programs, Public Pools, Yard Waste / White Goods collection, Street lights, Maintenance of Public Greenspaces, Code Enforcement programs, Land use planning, Litter control programs, Health clinic services.

Services that fell into Quadrant IV, which included services that are considered less basic and survey respondents were NOT willing to pay higher taxes or fees to receive include: Housing programs, Maintenance of Neighborhood Business Districts, Community orientated safety programs (e.g. CIRV), Job creation programs, Human Services programs, Neighborhood support programs, Nature Education, and Home health care services.

VII. Proposed 2011/2012 Biennial Budget Schedule and Process

Milestone Dates:

- ✓ June 2010 — General Fund Forecast Update Presentation
- ✓ June 2010 — Results of the Citizens Budget Exercise Presentation
- ✓ June – August 2010 — Department Budgets Due to Office of Budget & Evaluation
- ✓ Sept. – Oct. 2010 — Executive Budget Committee Review and Analysis
- ✓ November 2010 — City Manager's Recommended Biennial Budget to the Mayor
- ✓ November 2010 — Mayor's Recommended Biennial Budget to City Council
- ✓ Nov. – Dec. 2010 — Budget & Finance Committee Hearings
- ✓ December 15, 2010 — City Council Biennial Budget Adoption
- ✓ January 1, 2011 — Begin 2011 Budget Year

Policy & Education Stage *January - June 2010*

The Mayor, City Council, and City staff members conducted a Neighborhood Summit at the Cintas Center on Xavier University's campus on February 27, 2010. The participants were comprised of many representatives from Community Councils and other citizens across the City. The City partnered with Citizens for Civic Renewal (CCR) to host a series of "Building the Citizens Budget" meetings to gather input from citizens on the prioritization of city services and budget items. Options explored by citizens included service reductions and revenue enhancements. In addition to the Citizens Budget process, a survey was conducted at the Neighborhood Summit in February that also asked citizens to determine which services are considered to be basic. Citizen feedback from the Neighborhood Summit, the Citizens budget sessions, as well as City Council Committee meetings conducted throughout the year will assist in developing the 2011/2012 Biennial Budget development. Additionally, the Department of

Planning & Buildings has been coordinating the Community Priority Request (CPR) process which solicited citizen input on the 2011/2012 budget. A description of the CPR process is provided as a reference in Section IV.

Financial Capacity Stage *May – June 2010*

The Office of Budget and Evaluation and Finance Department, with the assistance of an econometric forecasting firm, provides an economic outlook and an updated General Fund forecast to allow for a fiscal context for the development of budget policies. It includes an analysis of demographic characteristics and trends, the outlook for the local economy, financial indicators, and City major cost drivers such as personnel services, non-personnel services, and employee healthcare. The Economic Forecast report is included in Attachment D.

The City Administration also identifies budget issues that will affect the 2011/2012 budget development or represent significant changes in policy focus.

Budget Development Stage *June – December 2010*

Based on the issues identified in this 2011/2012 Biennial Budget development document, department directors have the responsibility to set annual performance goals and objectives for each operating program and identify program costs using departmental, financial, and budget data resources. Based on budget estimates for the biennium, departments are given budget targets. Budgets are established for standard line-items within personnel and non-personnel cost categories. The base budget includes operating services which are currently funded in the Approved 2010 Budget Update. These services are included in the target for each agency. Agencies may also submit budgetary requests in excess of the budget target amount for consideration. Based on economic realities, departments will also be asked to submit budgets below the target amount (i.e. budget reductions).

For the capital budget, City departments make requests for ongoing capital projects, improvements to existing assets, previously funded phased projects, and new projects. These projects will be 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. Housing and Urban Development (HUD) agency, the City will develop an Action Plan for 2011/2012. This Action Plan also serves as the Consolidated Plan Budget.

First, the departments who receive Consolidated Plan funds will prepare and submit a Requested Consolidated Plan Budget to the Office of Budget & Evaluation. Following review and comment by the CDAB, and a public hearing, a Recommended Consolidated Plan Budget (Action Plan) will be developed. In addition to following a similar approval process to the Operating and Capital Budgets, the Consolidated Plan Budget (Action Plan) will also be submitted to HUD for their review on November 15, 2010 and subsequent approval.

The HUD grants include:

Community Development Block Grant (CDBG);
Home Investment Partnerships Grant (HOME);

Emergency Shelter Grant (ESG); and
Housing Opportunities for Persons with AIDS Grant (HOPWA).

The Office of Budget and Evaluation coordinates the budget process for City departments and presents 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 reviews the departmental requests to ensure that the preliminary base budgets and exception requests meet City needs, 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, reviews the departments' six-year Capital Improvement Plans and submits a recommended budget to the EBC who reviews and modifies the recommendation. The Office of Budget and Evaluation then compiles the City Manager's recommendations into the Recommended 2011/2012 Biennial Budget, which is then presented by the City Manager to the Mayor.

Budget Adoption Stage *December 2010*

In November 2010, the City Manager will present the Recommended 2011/2012 Biennial Budget to the Mayor. Consistent with the City Charter, the Mayor shall transmit the City Manager's recommended budget within 15 days with comments to the City Council. The Finance Committee of the City will review the proposed budget allocations, staffing, and program priorities.

After the Recommended 2011/2012 Biennial Budget is presented, the Budget & Finance Committee holds public hearings to assist in deliberations on the budget. Based on citizen input, the City Council may reallocate funding to new and existing programs.

Although the City Administration prepares a two-year budget (2011/2012), Ohio law requires an annual appropriation. Therefore, only the first year of the biennial budget will be adopted by the City Council and the second year is adopted by resolution. A formal adoption of the budget with appropriation ordinances is scheduled for December 15, 2010.

VIII. Next Steps

I ask the Mayor and City Council to consider the General Fund forecast, the outlined policy considerations and the list of significant budget issues which all frame the 2011/2012 Biennial Budget development. Be assured that the Recommended 2011/2012 Biennial Budget will continue our commitment to ensure strong financial management and diligent stewardship of fiscal resources. Our principle focus will be to:

- Prepare and maintain a General Fund forecast;
- Recommend fund balances and reserves of no less than 5%-10% of revenues as a prudent budget policy;
- Conduct budget monitoring throughout the fiscal year to ensure balanced budgets;
- Continue to receive an unqualified opinion from the City's outside auditors on the City's annual financial audit; and

- Support the City's credit rating in the financial markets by means of a conservative debt policy.

The Administration will use our principal focus to develop the 2011/2012 Biennial Budget for City Council's consideration this fall.

cc: Lea D. Eriksen, Budget Director
Executive Budget Committee

City of Cincinnati
2010 APPROVED BUDGET UPDATE

Mayor
Mark Mallory

Members of City Council

Jeff Berding	Roxanne Qualls
Chris Bortz	Laure Quinlivan
Y. Laketa Cole	Cecil Thomas
Leslie Ghiz	Charlie Winburn
Chris Monzel	

City Administration
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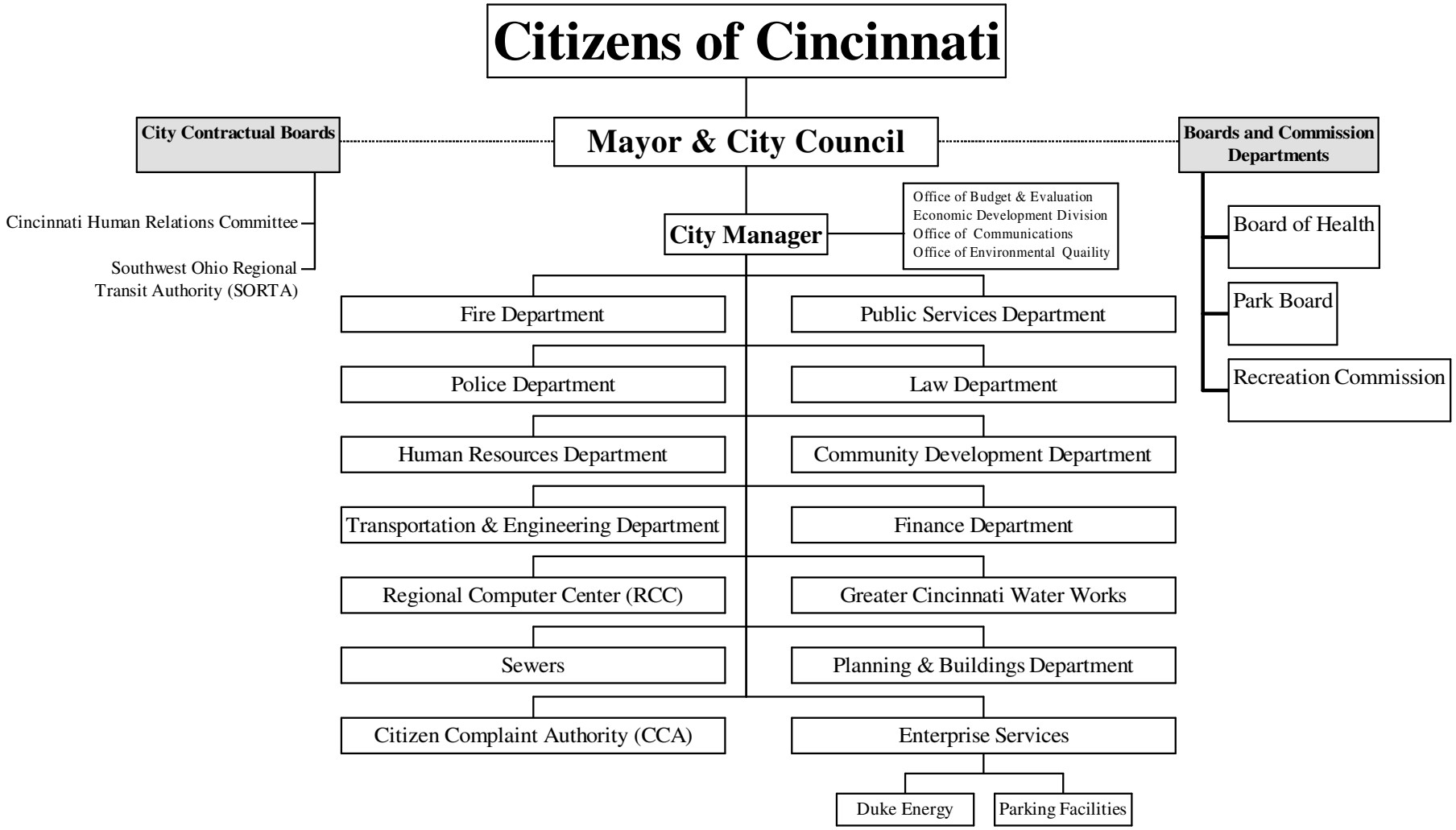
Citizens of Cincinnati
Mayor & City Council
City Contractual Boards
Cincinnati Human Relations Committee
Southwest Ohio Regional Transit Authority (SORTA)
Boards and Commission Departments
Board of Health
Park Board
Recreation Commission
City Manager
Office of Budget & Evaluation
Economic Development Division
Office of Communications
Office of Environmental Quaility
Fire Department
Public Services Department
Police Department
Law Department
Human Resources Department
Community Development Department
Transportation & Engineering Department
Finance Department
Regional Computer Center (RCC)
Greater Cincinnati Water Works
Sewers
Planning & Buildings Department
Citizen Complaint Authority (CCA)
Enterprise Services
Duke Energy
Parking Facilities

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Introduction

The City of Cincinnati's 2010 Approved Budget Update document is designed to help the residents of Cincinnati and the general public to better understand both the City's budget process and its end product, the City's Approved Budget. This document is divided into four parts.

- Part I, Budget Update Highlights, presents significant features of the budget approved by the City Council and some of the factors that affected its development. The three main components of the budget are described. These include the Operating Budget, the Capital Budget, and the Consolidated Plan Budget.

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

- Part III, Budget Update Detail, presents detailed information about the 2010 budget: the All Funds Operating Budget, the All Funds Capital Budget, the Consolidated Plan Budget, the Approved Staffing Plan, as well as departmental organization charts and budgets.

- Part IV, Appendices, presents a list of 2010 Approved General Fund and Restricted Fund Capital Projects, a list of 2010 Approved Consolidated Plan Projects by Category and Program, and a list of 2010 Approved Consolidated Plan Projects by Department.

The 2010 budget is the City's financial plan for the current fiscal year, the second year of the 2009/2010 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 creation of the budget. Understanding the budget is a prerequisite for having an impact on City government. Therefore, in addition to the highlights contained in Part I, and budget details in Part III, it is recommended that Part II, Budget Basics, be read to enhance the budget reader's benefit from this document.

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PART I

UPDATE BUDGET HIGHLIGHTS

The Update Budget Highlights section provides policy highlights and a description of the operating, capital, and consolidated plan budgets. This section begins with an overview of the economic conditions the City has faced and what is expected for 2010. This state of the economy highlight section is followed by a detailed description of the All Funds Budget organized by:

- *Operating Budget – All Funds*
  - General Fund
  - Restricted Funds
- *Capital Budget*
  - General Capital Budget
  - Restricted Funds Capital Budget
- *Consolidated Plan Budget*

This section concludes with a discussion of Taxes and Fees and City Staffing.

The City of Cincinnati's All Funds Approved 2010 Budget Update totals $1.17 billion. This was an extremely difficult budget to adopt amidst troubling economic conditions. Many of the City's funds faced revenue declines or zero growth as a result of the deepening economic downturn, and the City had to address an unprecedented $51.5 million shortfall in the General Fund. Economic conditions continued to worsen in 2009 with the unemployment rate reaching over 10.0% in some regions of the United States. We were truly in a recession and the City was forced to act quickly in respond to this economic downturn. Mid-year budgets cuts were made in 2009.

Most economic forecasts suggested that the recession would end in the summer of 2009 and that we would have a very slow recovery. Thus, revenue was not expected to rebound in 2010, and the City had to resolve this challenge by cutting programs, reorganizing departments, increasing cost saving days, new revenue generation, restructuring debt, tapping reserve funds, and layoffs. The City's 2010 Approved Budget Update was predicated on the theme that, "The City of Cincinnati's evolving financial condition is causing us to Redefine Reality While Positioning of Opportunities". To prevent major cuts in the budgets for Police and Fire and other agencies, the City balanced the budget with one-time resources totaling $23.0 million. This was clearly a "Reality" awakening and it is easy to see that absent new resource generation, drastic service reductions will be a must for developing the 2011/2012 Biennial Budget.

In spite of the aforementioned economic challenges, the long-term future for the City looks positive. The development of The Banks, Queen City Square, a revamped I-75, expansion of our convention business, and our recently voter-approved Casino all bode well for the City and the region.

In 2009, the City of Cincinnati continued to face local, regional, and national challenges. Despite these challenges, the City was still able to accomplish many things in 2009. The list that follows is just a few of the great Public Safety, Neighborhood, and Economic Development achievements made in 2009.

- ✓ The Cincinnati Initiative to Reduce Violence (CIRV) was created in 2007 as a joint effort between several partners: Cincinnati Children's Hospital, the University of Cincinnati, law enforcement agencies, and community organizations. CIRV was designed to reduce gun violence and homicides by disrupting the group dynamic that promotes these types of violence. With the implementation of CIRV and other safety initiatives, the crime rage continues to drop for the third year since 2007. For 2009, the overall crime rate has been cut by 1.2% and violent crime by more than 5.9%;
- ✓ In 2007 when CIRV was implemented, the City's number one priority was to reduce the number of homicides. That priority continues to be achieved because the number of homicides in Cincinnati decreased by 20.0% from 75 in 2008 to 60 in 2009. An amazing note to mention is that homicides have dropped an overwhelming 32.6% since 2006 when homicides totaled 89. Other City-wide crime down: Rape down 9.5%, Robbery down 6.0%, Felonious Assault down 3.9%, Burglary down 1.2%, Auto Theft down 8.1%;
- ✓ CrimeStoppers received an increased number of calls last year, helping to solve 25 murders, 71 felony assaults, 11 kidnappings, and 50 aggravated robberies;
- ✓ Aggressive crime efforts by the Vortex Unit resulted in a 8.7% reduction of crime in Over-the-Rhine;
- ✓ Truancy sweeps were continued and 746 students were returned back to school; and
- ✓ The City continued its partnership with the State Highway Patrol to make our streets safer. The joint initiative was successful in reducing injury accidents by 5.3% and traffic fatalities by 40%.
- ✓ To reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement, the City conducted 100% of its structured building inspections and it met its goal of responding 100% to the requests for the education of school children.

To further improve public safety, building code enforcement will continue and is enhanced through Community Development Block Grant funding (CDBG) of $575,000 in 2010. House-to-house inspections are conducted in targeted areas to provide comprehensive inspections of areas in transition. Corrections achieved through Concentrated Code Enforcement involve repairing porches, windows, and siding; painting; and removal of dilapidated garages, fences, sheds, junk cars, and weeds. The Community Development Department's 2010 budget also includes $1,018,522 for the City's Hazard Abatement/Demolition program. This program barricades vacated, public nuisance buildings and demolishes vacated, public nuisance buildings that have been condemned. The City disbursed $1,218,439 of CDBG funds on Acquisition and Property Related activities in 2009. The largest was $951,623 for Clearance and Demolition.

Clearance activities continue to be requested by neighborhoods dealing with dilapidated and abandoned structures.

Housing had $3,497,348 of CDBG funds disbursed on five major activities in 2009. The largest was $1,991,009 on Single-Unit Residential Rehabilitation. For the first time over 100 families became new homeowners in 2009 through the City's Downpayment Assistance program. From the inception of the program in 2004 to date the City has experienced only one Downpayment Assistance program participant experience foreclosure. This is attributed to requiring extensive homebuyer counseling, thoroughly inspecting units to be purchased, and allowing only conventional fixed rate financing for the mortgage.

The City disbursed $1,174,703 of CDBG funds on Economic Development related activities in 2009. The largest was $408,210 for Other Commercial/Industrial Improvements. Next was 276,012 for Rehabilitation of Publicly/Privately Owned commercial/industrial property; $226,562 for Economic Development Technical Assistance; $124,971 for Micro-Enterprise Assistance; $104,837 for Economic Development Direct Technical Assistance to For-Profits. Commercial Industrial Land Acquisition/Disposition received $20,000; and Commercial/Industrial Building Acquisition, Construction, Rehab received $14,109. The City's performance goal to provide assistance to 130 businesses was exceeded by 258%. Through its providers, the City facilitated the completion of loan products for small businesses, provided networking opportunities and assisted with marketing and other consulting services. Servicing small businesses have been high the last 2 years most likely because of macroeconomic conditions forcing an unprecedented number of small businesses to use the services being offered by our providers.

Public Facilities and Improvements for 2009 totaled $1,230,924 of CDBG funds in six different categories. Street Improvements led with projects totaling $326,627 expended followed by Neighborhood Facilities at $314,820. For 2009 $281,755 for neighborhood Parking Facilities and $119,332 for Homeless Facilities. The next project category was $108,058 for Parks and Recreational Facilities; and $80,339 provided for Public Facilities and General Improvements.

Programs providing Public Services utilizing CDBG funding totaled $2,097,406 in 2009. The largest expenditure was $1,337,335 for Employment Training. Tenant/Landlord Counseling was funded at $258,918.

The remainder of the Budget Highlights section provides budgetary information for the Approved 2010 Budget Update for the Operating, Capital, and Consolidated Plan Budgets.

ALL FUNDS BUDGET

The following sections describe the 2010 Approved All Funds Budget Update. Each of the three components of the All Funds Budget is highlighted (Operating Budget, Capital Budget, and Consolidated Plan Budget).

Table I: 2010 Approved All Funds Budget Update

($ in Millions)	2009 Approved Budget	2010 Approved Budget	2010 Approved Update	From 2009 $ Change	From 2009 % Change	From 2010 $ Change	From 2010 % Change
Operating Budget							
General Fund	$370.4	$375.6	$359.4	($11.0)	-3.0%	($16.2)	-4.3%
Restricted Funds	$523.5	$529.3	$524.1	$0.6	0.1%	($5.2)	-1.0%
Subtotal Operating Budget	$893.9	$904.9	$883.5	($10.4)	-1.2%	($21.4)	-2.4%
Capital Budget							
General Capital Budget	$63.4	$63.5	$63.1	($0.3)	-0.5%	($0.4)	-0.6%
Restricted Funds Capital	$292.9	$203.2	$200.4	($92.5)	-31.6%	($2.8)	-1.4%
Special Revenue/Matching Capital	$45.8	$2.2	$3.0	($42.8)	-93.4%	$0.8	35.3%
Subtotal Capital Budget	$402.1	$268.9	$266.5	($135.6)	-33.7%	($2.4)	-0.9%
Consolidated Plan Budget	$20.4	$20.4	$20.4	($0.0)	-0.1%	$0.0	0.0%
Total Budget	$1,316.4	$1,194.2	$1,170.4	($146.1)	-11.1%	($23.8)	-2.0%

Note: The Consolidated Plan Budget Update includes $3,394,710 in operating expenses that is reflected in the All-Funds Operating Budget schedules on pages 87 and 91 of this document.

The 2010 Approved All Funds Budget Update totals $1.2 billion and represents a decrease of $23.8 million, or 2.0%, from the 2010 Approved All Funds Budget. This decrease is primarily attributable to a $16.2 million decrease within the General Fund Operating Budget. A description of the major changes in the Operating, Capital, and Consolidated Plan Budgets follow with additional details available within the corresponding budget update sections.

When the 2010 Operating Budget was approved as part of the 2009/2010 Biennial Budget, it included a 4.8% across-the-board reduction in the General Fund with specific reductions to be identified later. It also assumed a higher level of General Fund revenues. Therefore, in order to present and explain the actual additions and reductions in the Operating Budget, the basis of comparison is the change between 2009 and 2010 rather than the change between the original 2010 Approved Budget and the 2010 Approved Budget Update. The Capital and Consolidated Plan Budgets had fewer changes between what was previously approved for 2010 and what is included in the 2010 Approved Budget Update; therefore, the basis of comparison is between the original 2010 Approved Capital and Consolidated Plan Budgets and the 2010 Approved Budget Update for these budgets.

OPERATING BUDGET

The 2010 Approved Operating Budget Update totals $883.5 million as shown in Table II. This compares to $893.9 million in the 2009 Approved Budget. The 2010 Approved Operating Budget Update represents a decrease of $10.4 million, or 1.2%, from the 2009 Approved Budget. The 2010 Approved Operating Budget Update includes a General Fund budget of $359.4 million and a Restricted Funds budget of $524.1 million.

Table II: 2010 Approved Operating Budget Update

($ in Millions)	2009 Approved Budget	2010 Approved Budget	Change From 2009	2010 Approved Update	Change From 2009
General Fund	$370.4	$375.6	1.4%	$359.4	-3.0%
Restricted Funds *	$523.5	$529.3	1.1%	$524.1	0.1%
Total Operating Budget	$893.9	$904.9	1.2%	$883.5	-1.2%

* Operating funding from the Community Development Block Grant is not included in the amounts cited above, but rather is included in the Consolidated Plan Budget amount for each budget.

OPERATING BUDGET – GENERAL FUND

As shown in Table II, the 2010 Approved General Fund Operating Budget Update is $359.4 million for 2010. The 2010 General Fund Operating Budget Update represents an $11.0 million, or 3.0%, decrease from the 2009 Approved Budget. While the 2010 Approved General Fund Operating Budget Update is balanced to resources projected for the period, the fund is structurally imbalanced with expenditures exceeding revenues.

Table III: General Fund 2010 Continuation Budget / 2010 Approved Budget Update Comparison

($ in Millions)	2010 Continuation Budget	2010 Approved Budget Update	Reductions Made in 2009	New or Revised 2010 Reductions	Total Increase / (Decrease)	% Change 2010 Continuation to 2010 Approved
Public Safety Sub-Total	$ 189.1	$ 171.5	$ (6.5)	$ (11.2)	$ (17.6)	-9.3%
Non-Public Safety Sub-Total	$ 104.3	$ 94.0	$ (3.5)	$ (6.7)	$ (10.3)	-9.8%
Total Departmental Budgets	$ 293.4	$ 265.5	$ (10.0)	$ (17.9)	$ (27.9)	-9.5%
Employee Benefits Sub-Total	$ 86.4	$ 82.3	$ -	$ (4.1)	$ (4.1)	-4.8%
Non-Departmental Sub-Total	$ 14.3	$ 11.6	$ -	$ (2.7)	$ (2.7)	-18.9%
Total General Fund Operating Budget	**$ 394.1**	**$ 359.4**	**$ (10.0)**	**$ (24.7)**	**$ (34.8)**	**-8.8%**

As shown in Table III, in June of 2009, the Administration forecasted the 2010 General Fund continuation budget, (a budget to provide the same level of services in 2010 as in 2009 and includes anticipated inflationary increases, assumptions for wage increases, as well as target adjustments). Based on these assumptions, the cost to provide this level of service totaled $394.1 million.

Table III shows that expenditures reductions of $34.8 million are approved for 2010 when compared to the 2010 Continuation Budget. Of this $34.8 million in reductions, $10 million were initiated in 2009 and carry over into 2010 as savings. The analysis below and throughout the document shows the total reductions between 2009 and 2010 regardless if they were initiated in 2009 or were new in 2010. This decrease is primarily due to:

- $5.2 million: Deferral of expenditures to future budget years

The deferral of longevity payments to eligible unionized employees by one month will allow for the $2.6 million required to be deferred until 2011. In addition, the police and fire pension debt service payments will be deferred until 2011 through an accounting procedure change, saving $2.7 million in 2010.

- $4.8 million: Reduction of Overtime
Overtime expenditures throughout the City organization will be reduced by $3.0 million during 2010. Much of this reduction will be realized within the Police Department, which has the largest General Fund overtime budget. In addition, $1.8 million will be saved through the elimination of Police Visibility Overtime for the period. The Police Department will attempt to deploy its staff in such a way that police visibility is enhanced.

-$4.5 million: Service Reductions
Savings related to the reduction of City services will save $4.5 million in 2010. Reductions include the temporary closure of fire companies; reduction of Community Health Services within the Health Department; reductions to mowing, litter and weed abatement; the reduction of the Neighborhood Right-of-Way program and corner can collection in the Central Business District; the shortening of the pool season from ten weeks to eight weeks; and the reduction of recreation center programming and hours.

-$3.8 million: Personnel Reductions Not Tied to Specific Program Reductions
A total of 81.7 full-time equivalents (FTE) were eliminated between 2009 and 2010, resulting in savings of $3.8 million in the 2010 General Fund budget. While these personnel reductions are not tied to specific program reductions or eliminations, they have an overall impact on the ability of the government to function effectively.

-$3.2 million: Miscellaneous Non-Personnel Reductions
Miscellaneous non-personnel reductions not tied to specific program eliminations or reductions will save $3.2 million in 2010. It should be noted that some of these non-personnel reductions are not sustainable in future budget years.

-$2.9 million: Public Safety Recruit Class Savings
Neither the Police Department nor Fire Department will have recruit classes in 2010, and the Police Department cancelled the 2009 recruit class. Both the Police and Fire departments closely monitor attrition and the deployment of personnel.

-$2.8 million: Funding through Grants
Grant funds will support $2.8 million in expenditures in 2010. The main example of this is the reimbursement of $2.7 million for Police Officer salaries from the COPS Hiring Grant. In addition, there are miscellaneous reimbursements for staff time through the American Recovery & Reinvestment Act (ARRA) funds.

-$2.2 million: Transfer of Expenditures to Other Funding Sources
The transfer of eligible expenditures to other funding sources will save $2.2 million in 2010. Examples of the transfers include the reimbursement of $1.3 million for emergency communications staff and expenses from the 911 Cell Phone Fees Fund 364 and reimbursements

of $0.4 million total from the Stormwater Management Fund 107 and the Metropolitan Sewer District Fund 701.

-$1.1 million: Decreased Contributions to Outside Entities
This includes a decrease in the Human Services Policy Funding, a decrease to the Neighborhood Support Program and Neighborhood Business District Support Fund program, a decrease in funding for the Center for Closing the Health Gap, the elimination of funding for Federally Qualified Health Centers (FQHCs), elimination of the Arts Grants program, reduced funding for the Cincinnati Initiative to Reduce Violence (CIRV), a decrease in funding for the Greater Cincinnati Film Commission, reduced funding for Neighborhood Gardens, and the elimination of the Mayor's Youth Job Fair.

-$0.9 million: Cost of Living Adjustments for IAFF and AFSCME Employees
A total of $0.9 million will be saved by not budgeting cost of living adjustments (COLAs) for Fire Department staff represented by the International Association of Fire Fighters (IAFF) and employees represented by the American Federation of State, County, and Municipal Employees (AFSCME) union. Additional budget reductions may be required during 2010 in order to fund any COLAs included for 2010 in any newly negotiated collective bargaining agreements for the groups. Both contracts will be negotiated during 2010.

-$0.8 million: Cost Savings Days for Non-Represented Employees
Non-represented employees, Mayor's Office staff, and City Council staff will all take 10 cost savings days during 2010, which will save $0.8 million.

-$0.3 million: Elimination of City Services
The elimination of certain City services will save $0.3 million in 2010. Service eliminations include the closure of ten pools, and the elimination of the Day Care Inspection Program within the Health Department.

The specific decreases previously noted, in addition to a net decrease of $2.3 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the $34.8 million decrease from the 2010 Continuation Budget. In 2010, net of reorganizations, each and every department's funding was reduced.

OPERATING BUDGET – RESTRICTED FUNDS

The 2010 Restricted Funds Operating Budget Update represents an increase of $0.6 million, or 0.1%, over the 2009 Approved Budget.

While the All Funds Operating Budget is balanced to resources for 2010, the following funds are structurally imbalanced with expenditures exceeding revenues for the period: the Street Construction, Maintenance & Repair Fund 301; the Income Tax-Infrastructure Fund 302; the Municipal Motor Vehicle Tax Fund 306; and the Income Tax-Transit Fund 759.

The more significant changes in the Restricted Funds Operating Budget include the following:

Expenditures in the *Parking Facilities Fund 102* increase by $515,180, or 6.8%, over the 2009 Approved Budget of $7.6 million. This increase is primarily due to anticipated payments for accrued leave balances to employees that will be terminating City employment, the operations of the newly constructed John Street parking lot, and increased property taxes for the Broadway Garage and the Fifth & Race parking lot.

Expenditures in the *Convention Center Fund 103* increase by $647,640, or 9.8%, over the 2009 Approved Budget of $6.6 million. This increase is related to the anticipation of an increase in conventions and meetings held at the Convention Center during 2010.

Expenditures in the *Bond Retirement Fund 151* decrease by $8.7 million, or 11.2%, from the 2009 Approved Budget of $78.1 million primarily due to the reduction of principal and interest due in 2010.

Expenditures in the *Street Construction Fund 301* decrease by $704,380, or 6.4%, from the 2009 Approved Budget of $11.1 million. This decrease is primarily the result of the elimination of 12.75 FTE within the Department of Public Services and miscellaneous non-personnel reductions necessary due to the need to align expenditures with declining revenue estimates for 2010.

Expenditures in the *Income Tax-Infrastructure Fund 302* decrease by $667,870, or 4.0%, from the 2009 Approved Budget of $16.5 million. This decrease is primarily the result of the elimination of 16.0 FTE across the City organization, the shifting of eligible personnel expenditures to other funds and to capital projects, and miscellaneous non-personnel reductions. Expenditures reductions were necessary in order to align expenditures with declining revenue estimates for 2010.

Expenditures in the *Health Services Fund 395* increase by $1.1 million, or 32.7%, over the 2009 Approved Budget of $3.5 million primarily as a result of the shift of eligible non-personnel expenses to the fund from the General Fund as a means of meeting required General Fund budget reductions.

Expenditures in the *Metropolitan Sewer District Fund 701* increase by $7.0 million, or 3.7%, over the 2009 Approved Budget as a result of an increase in debt service required in 2010.

Expenditures in the *Income Tax-Transit Fund 759* decrease by $6.1 million, or 13.0%, from the 2009 Approved Budget. This decrease is primarily the result of a reduction in funding for the Southwest Ohio Regional Transit Authority (SORTA) as a result of the need to align expenditures to declining revenue estimates for 2010.

CHANGES IN REVENUE

The General Fund revenue estimate for 2010 is $334.5 million, which is a 2.1% decrease from the 2009 actual revenue amount of $341.8 million. As detailed in the discussion that follows, City Income Tax is the primary cause of the decrease in the 2010 General Fund revenue

estimate. The four major General Fund revenue components are City Income Tax, Property Taxes, State Shared Revenues (Estate Tax and Local Government Fund), and Investments, all of which together comprise approximately 87.6% of the General Fund revenue.

Table IV: General Fund Revenue Estimates ($ in Thousands)

Category	2009 Estimate	2009 Actual	2010 Estimate	$ Increase	% Change
City Income Tax	$219,804	$223,800	$215,500	-$8,300	-3.7%
Property Tax	$28,988	$29,266	$28,988	-$278	-1.0%
State Shared Revenues	$39,830	$38,543	$40,166	$1,623	4.2%
Investments	$8,000	$7,659	$8,550	$891	11.6%
Other Revenues	$40,835	$42,482	$41,315	-$1,167	-2.8%
Total Revenues	$337,457	$341,750	$334,519	-$7,231	-2.1%

City Income Tax. The 2010 City Income Tax revenue is budgeted to decrease by $8.3 million, or 3.7%, from 2009 actual revenue. The estimated decrease is primarily attributable to a higher than expected increase in actual business net income tax revenue in 2009 that is not expected to continue in 2010. The decrease in 2010 reflects a continued trend of job loss and earnings decline that were seen in 2009. Although the economy is expected to begin to turn around in 2010, the City will not see the benefit of this as job recovery is expected to lag overall economic recovery. The income tax is the largest single source of General Fund revenue accounting for 64.4% of those revenues.

State Shared Revenues. State Shared Revenues are the second largest source of General Fund revenue accounting for 12.0%. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. The forecasted revenue for 2010 for the Estate Tax is $15.0 million. This revenue source by its nature can be volatile and accounts for 4.5% of the General Fund revenue. The second source of State Shared Revenues is the Local Government Fund. The Local Government Fund revenues consist of portions of the State income, sales and use, public utility, and corporate franchise taxes allocated to a fund for distribution to local governments. City revenue growth is dependent upon growth in the State revenue sources. The Local Government Fund revenue accounts for 7.5% of the General Fund revenue.

Property Taxes. Property taxes account for 8.7% of the General Fund revenue. In October 2009, the City Council passed the Tax Levy resolution establishing a 4.46 mills property tax rate keeping the property tax revenue at $29.0 million, which is the same amount collected in 2001.

The portion of the property taxes from Tangible Personal Property has been eliminated. The State will reimburse the City in full through 2010 for the loss in revenue attributable to the phase out. There will be gradual decreases in the State reimbursement from 2011 through 2017 after which the reimbursement is eliminated.

Investments. Investment earnings which account for 2.6% of the General Fund revenue are expected to increase by $890,000, or 11.6%, in 2010 compared to 2009 due to the increase in interest rates on investments. The City uses a "laddered" approach to invest interim funds.

Other Revenues. This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, and miscellaneous revenues. These various revenues comprise 12.4% of the General Fund revenue. These revenues are estimated to decrease in 2010 by $1.2 million, or 2.8%.

CAPITAL BUDGET

Table V: Approved 2010 Capital Budget Update

($ in Millions)	2010 Approved Budget	2010 Approved Budget Update	$ Change	% Change
General Capital	$63.5	$63.1	($0.4)	-0.6%
Restricted Funds Capital	203.2	200.4	(2.8)	-1.4%
Special Revenue Capital	0.6	1.4	0.8	133.3%
Matching Capital	1.6	1.6	0.0	0.0%
Total All Funds Capital Budget	$268.9	$266.5	($2.4)	-0.9%

CAPITAL BUDGET – GENERAL CAPITAL

The Approved 2010 Capital Budget Update totals $266.5 million and represents a decrease of $2.4 million, or 0.9%, from the 2010 Approved Capital Budget. As shown in Table V, the 2010 General Capital Budget decreases by $408,700, or 0.4%. The Approved 2010 General Capital Budget Update expenditures include reductions to 18 existing projects totaling $3.6 million, the elimination of funding for three projects totaling $935,000, an increase of $1.7 million to nine existing projects, and 14 new projects totaling $2.5 million. Appendix A of this document provides a list of approved projects included in the 2010 Capital Budget Update.

The 2010 General Capital Budget Update includes the following changes and highlights:

- The Approved 2010 General Capital Budget Update for the Regional Computer Center (RCC) is $876,600, which is $1.3 million less than the 2010 Approved General Capital Budget of $2.2 million. The decrease primarily results from a reduction of $1,260,000 in the 800 MHz Radios project due to the approval of a Congressional earmark of the same amount in the Federal budget for the radios. Other changes include the elimination of the Active Directory/Server Consolidation project ($50,000) due to prior year estimates for this project being less than anticipated. The CAGIS Infrastructure and Cincinnati Financial System Upgrades projects are reduced by $8,900 and $1,100, respectively, and the Data Infrastructure Security project is increased by $20,000.

- The Approved 2010 General Capital Budget Update for the City Manager's Economic Development Division totals $1,453,400, which is $365,000 more than the 2010 Approved General Capital Budget of $1,088,400. The additional $365,000 comes from the Citirama project in the Department of Community Development, which has been redirected to the Economic Development Division's new project, Queen City Tower – Project Grant. This new project is approved for $750,000 and the remaining $385,000 represents funding that is redirected from the Economic Development Division's Retail/Commercial Opportunities project. Funding for the Queen City Tower – Project Grant project represents funding for the final portion of the City's commitment to public infrastructure improvements for this development on Sycamore.

- The Approved 2010 General Capital Budget Update for the City Manager's Office of Environmental Quality matches the 2010 Approved General Capital Budget amount of $190,000. However, an increase of $15,000 is approved for the Regulatory Compliance and Energy Conservation project, which is offset by a reduction of $10,000 for the Emergency Environmental Cleanup project and a reduction of $5,000 for the Underground Storage Tanks project. The Regulatory Compliance and Energy Conservation project assists City departments in achieving and maintaining compliance with environmental regulations and conserving energy resources. Increased resources in this project will be used to address findings from energy audits in City buildings that are not included in performance contracts.

- The Approved 2010 General Capital Budget Update for the City Manager's Office of Budget and Evaluation includes one new project: Enterprise Budget System project for $400,000. Resources in this project will allow the Office of Budget and Evaluation to improve planning and budgeting business processes by purchasing a contemporary business information technology platform to support and integrate existing systems. The project will enhance the Budget Office's ability to store and retrieve the City's budget, financial, and personnel information so that business practices are streamlined, creating internal efficiencies and improved customer service. The approved amount of $400,000 in 2010 represents initial funding for this project. The estimated total cost for full implementation of this new equipment is approximately $1.2 million. Support for this project complies with the City Council directive to "scale up technology applications that will increase productivity and reduce costs" (Doc. #200900970).

- The 2010 Approved General Capital Budget for the Department of Finance included one project: AMS-CFS Procurement Software Upgrade for $77,700. One additional project titled

Electronic Data Workflow is also included for $75,000, bringing the total 2010 Capital Budget for the Finance Department to $152,700. Funding for this new project will allow the Accounts and Audits Division to convert financial and legal documents into electronic format to facilitate storage in the City's financial system and allow for electronic routing of signatures. This project will increase efficiencies in processing and tracking documents and reduce files and staff time needed for routing paper documents. Support for this project complies with the City Council directive to "scale up technology applications that will increase productivity and reduce costs" (Doc. #200900970).

- The Department of Community Development's Approved 2010 General Capital Budget Update totals $6,035,300, which is $428,500 more than the 2010 Approved General Capital Budget. The Approved 2010 Capital Budget Update includes four new projects, the elimination of one project, and adjustments to six projects. One new project, College Hill Land Bank, will provide $221,000 for the acquisition and demolition of blighted property in the mid-core business district along Hamilton Avenue in College Hill. Funding for the College Hill Land Bank project is approved to comply with a Budget Motion approved by the City Council on September 4, 2009 (Doc. #200901258). Another new project, NBD Property Holding, will provide $10,000 to maintain and rehabilitate City-owned property to avoid property code violations and to adhere to neighborhood standards in neighborhoods such as College Hill, Hartwell, Westwood, and West Price Hill. The Rockford Place Improvements project and the NBD Support Program '07 project are approved for $130,600 and $62,900, respectively. These two refinanced projects are prior year accounts from which existing resources were transferred to the 2010 General Fund Operating Budget. Resources in the 2010 General Capital Budget replaced the transferred resources in these two refinanced projects.

The Citirama project is eliminated in the 2010 Capital Budget Update. Resources from existing capital project accounts were transferred to this project in 2009 so that construction of roads and utilities could be completed by summer 2010 at Rockford Place in Northside, the site of the 2010 Citirama.

Project adjustments include an increase of $813,000 for the NBD Public Improvements project to comply with the Budget Motion approved by the City Council on September 4, 2009 (Doc. #200901258). Also related to the Budget Motion is a reduction of $434,000 for the Neighborhood Market Rate Housing project. The amount for the Neighborhood Market Rate Housing project for the 2010 General Capital Budget Update is $119,000 less than the 2010 Approved General Capital Budget. This decrease reflects the net change of an additional $315,000 that was reallocated to the project from the Citirama project resources that are no longer needed in 2010 and the reduction of $434,000 to comply with the Budget Motion.

Other project adjustments include a $50,000 increase for the Commercial and Industrial Public Improvements project, which is offset by a commensurate decrease in the Strategic Housing Initiatives Program. An increase of $80,200 is included for the Community Development Focus District project and a reduction of $70,200 is also included for the Hazard Abatement/Demolition Program project.

- The Department of Planning and Buildings' 2010 Approved General Capital Budget totaled $650,000 while the 2010 General Capital Budget Update is $549,000, a reduction of $101,000. For the Comprehensive Plan for Cincinnati project, a total of $463,000 is included, which contains the 2010 Approved Budget amount of $250,000 with an additional $213,000. The additional amount includes $100,000 from the Innovative Transportation Strategies project and $113,000 from the Neighborhood Transportation Strategies project. The City Council Approved Budget Motion for 2009/2010 (Doc. #200801504) stipulated that these amounts would be transferred from DOTE to Planning and Buildings for these projects. It is the intention of Planning and Buildings to utilize these funds to address transportation issues within the Comprehensive Plan project. The remaining funding of $137,000 in the Innovative Transportation Strategies project and the Neighborhood Transportation project, which were included in the 2010 Approved General Capital Budget for a total of $350,000, are transferred to DOTE.

  One new project, FEMA Application for Lunken & Riverbank, is approved for $36,000. This project will support the preparation of a detailed Letter of Map Revision to FEMA for the Lunken Levy and the entire riverbank within the City. If the City is successful with the challenge, it will reduce the size of the required repairs to the levy and remove property from the floodplain along the riverbank, making it available for development. It will also reduce the requirements for flood insurance on the affected properties. The DOTE has agreed to provide funding for one-half ($36,000) of this project from existing capital improvement accounts in the General Aviation Fund.

- The Department of Parks' 2010 Approved General Capital Budget totaled $7,153,000 and included two projects: Cincinnati Riverfront Park ($4,000,000) and Park Infrastructure Rehabilitation ($3,153,000). The Approved 2010 General Capital Budget Update totals $7,053,000 and reflects a reduction of $100,000 for the Park Infrastructure Rehabilitation project. This reduction is approved so that resources may be allocated to two additional projects to comply with a Budget Motion approved by the City Council on September 4, 2009 (Doc. #200901258).

- The Department of Transportation and Engineering's Approved 2010 Capital Budget Update is $26,089,600, representing a decrease of $48,400 from the 2010 Approved General Capital Budget. This decrease primarily results from the return of the Innovative Transportation Strategies project and the Neighborhood Transportation Strategies project to DOTE from the Department of Planning and Buildings, and the offsetting adjustments to existing projects. The approved funding for the two transportation strategies projects represents the amounts stipulated for DOTE in the City Council Approved Budget Motion: $100,000 for the Innovative Transportation Strategies project and $37,000 for the Neighborhood Transportation Strategies project.

  Adjustments to existing projects include a reduction of $200,000 to the Street Light Replacement project, a reduction of $25,000 for the CBD Gateways/Greenways project, and an increase of $25,000 for the Neighborhood Gateways project. An additional $300,000 is included for the new Mt. Washington Traffic Calming project, which is offset by a commensurate decrease in the Street Calming Program project.

The Approved 2010 Capital Budget Update for DOTE also includes funding for three prior year projects: ML King/I-71 Interchange ’06 for $125,000, Uptown Streetcar Alternative Analysis for $33,300, and I-71/MLK Interchange ’04 for $6,300. Existing resources in these prior year accounts were transferred to the 2010 General Fund Operating Budget and resources in the 2010 General Capital Budget replaced these transferred resources.

In order to comply with the Budget Motion approved by City Council on September 4, 2009 (Doc. #20901258), the following reductions to existing projects are also included: a reduction of $185,000 for the Columbia Parkway Enhancements project; a reduction of $85,000 for the Bridge Rehabilitation project; and a reduction of $80,000 for the Street Improvements project. The Approved 2010 General Capital Budget Update amount for the Street Improvements project is $120,000 more than the 2010 Approved General Capital Budget. This increase reflects the net change of an additional $200,000 that is needed for the project in 2010 and the reduction of $80,000 to comply with the Budget Motion.

- The Department of Public Services’ Approved 2010 General Capital Budget Update totals $10,830,700, which is a decrease of $127,800 from the 2010 Approved General Capital Budget. Reductions include a decrease of $667,500 and $150,000 for the Fleet Replacements project and the Sign Replacement project, respectively. The Fleet Replacements reduction is approved so that resources are available to be allocated to seven prior year accounts from which resources were transferred to the 2010 General Fund Operating Budget. The Public Services Department will limit the purchase of vehicles in 2010 to essential City services provided by the Police, Fire, and Public Services Departments, generating a savings in the Fleet Replacements project. It should also be noted that the scope of the Fleet Replacements project has been modified to include the purchase of upgrades and improvements to the City’s fleet tracking system. These enhancements will expand the functionality of the system and increase efficiencies related to fuel consumption and repairs. Modifying the scope of this project complies with the City Council directive to “scale up technology applications that will increase productivity and reduce costs” (Doc. #200900970).

The reduction to the Sign Replacement project is approved so that resources may be allocated to two additional projects to comply with a Budget Motion approved by the City Council on September 4, 2009 (Doc. #200901258).

Two refinanced projects are included: City Facility Modernization ’09 and Community Facility Improvements ’08 for $239,400 and $70,000, respectively. Existing resources in these prior year accounts were transferred to the 2010 General Fund Operating Budget and resources in the 2010 General Capital Budget replaced these transferred resources. An increase of $380,300 is included for the City Facility Renovation and Repairs project to support roof replacement at the Corryville Fire Station; security fence replacement at the District One Police Station; and mechanical upgrades for the Carthage, Downtown, Lower Price Hill, and Avondale Fire Stations. The total amount for the City Facility Renovation and Repairs project is $2,580,300.

CAPITAL BUDGET – RESTRICTED FUNDS

Changes in the Restricted Funds Capital Budget Update include the following funds:

The Approved 2010 *Convention Center Fund* Capital Budget Update totals $866,000, which is a $329,200 increase when compared to the 2010 Approved Capital Budget of $536,800. Adjustments to two projects totaling $104,200 are included and one new project is approved in the amount of $225,000. A total of $606,000 is approved for the Building Equipment project, representing an increase of $129,200 over the 2010 Approved Capital Budget. This project provides funding in the amount of $486,000 for the repair or replacement of escalator #4 and escalator #6, an amount of $70,000 for sky bridge screens, and an amount of $50,000 for air handler equipment. The Furniture, Fixtures, and Equipment project is included at a level of $35,000, which is $25,000 less than the 2010 Approved Capital Budget. This project provides funding for two new servers and operating software upgrades. One new project, Capital Maintenance, is included at a level of $225,000. This project includes $175,000 for carpet replacement, and $50,000 for the repair of water leaks and damage.

The Approved 2010 *Stormwater Management Fund* Capital Budget Update totals $3,235,000, which is a $1,985,000 increase compared to the 2010 Approved Capital Budget of $1,250,000. The Approved 2010 Capital Budget Update includes two new projects for $640,000, two adjusted projects for a net increase of $1,345,000, and two projects for $200,000 that match the 2010 Approved Capital Budget. The new projects include $550,000 for the Glade and Dyer Street Drainage Improvement project and $90,000 for the 3674 Hillside Avenue Stormwater Intake Improvements project. The Glade and Dyer Street Drainage Improvement project was originally approved to begin in 2012 and funding is included in 2010 so that SMU may partner with the Department of Transportation and Engineering and Anderson Township on completing this project. Anderson Township expects to receive funding for this project in 2010 from the Ohio Public Works Commission (OPWC). Funding for the new project on Hillside Avenue will be used to facilitate operation and cleaning of the existing intake structure by constructing improvements to the drainage channel. Adjustments to two existing projects are approved in 2010: an increase of $2.0 million is included for the Barrier Dam Facility Repairs project and a decrease of $655,000 is included for the Guerley Rd. Outlet to Sunset Drainage Improvement project. For the Barrier Dam project, debt financing totaling $2,125,000 in 2010 is approved for portions of the project that will occur in 2010 and 2011. Additionally, cash financing is approved for certain portions of the project in 2010 totaling $175,000, resulting in a total for this project of $2.3 million in 2010. For the Guerley Road project, total funding in the amount of $95,000 is approved, representing planning and design costs. The Stormwater Management Utility has moved funding for the construction phase of the project to 2011.

The Approved 2010 *Telecommunications Services Fund* Capital Budget Update totals $430,000, which is a $400,000 increase when compared to the 2010 Approved Capital Budget of $30,000. The increase is for one project: Email Archiving. This new project will enhance email archiving of City records, which will facilitate the process of responding to legal discovery and public records requests. This project will assist the City in complying with record retention requirements. In 2010 the Administration will implement a new funding model whereby other funds will be assessed a charge for the cost of this project based on usage of the Email Archiving

technology. This new funding model complies with the City Council directive to "require that all technology investments required by the City Administration to responsibly oversee the Enterprise Fund departments and the Retirement System are fully charged back to the appropriate Enterprise Fund or to the Retirement System" (Doc. #200900970). Support for this project also complies with the City Council directive to "scale up technology applications that will increase productivity and reduce costs" (Doc. #200900970).

The Approved 2010 *Cable Communications Fund* Capital Budget Update is $250,000, representing an increase of $100,000 when compared to the 2010 Approved Capital Budget. This increase is included for the Council Chambers Video Production System project, which was decreased by $100,000 in the City Council approved budget motion for the 2009/2010 Biennial Budget (Doc. #200801504). Funding for this project will be used to replace equipment used to record meetings and activities in the City Council chambers. The additional $100,000 is needed to complete this project and sufficient resources are available in the Cable Communications Fund. Upgrading the video production equipment in the Council Chambers complies with the City Council directive to "scale up technology applications that will increase productivity and reduce costs" (Doc. #200900970).

The Approved 2010 *Metropolitan Sewer District Capital Improvements Fund* Capital Budget Update is $137,386,800, which is $55,300 less than the 2010 Approved Capital Budget of $137,442,100. The Approved 2010 Capital Budget Update includes 30 new projects totaling $31,872,300, funding adjustments (including the addition of new phases) to existing projects resulting in a net increase of $7,202,700, and the elimination of six projects totaling $8,672,600 from the 2010 Approved Capital Budget. Projects for which funding has been moved forward or to out-years results in a net reduction of $30,457,700. Major new projects include $16.9 million for the Lower Mill Creek Partial Remedy project and $4.4 million for the 1852 Columbia Parkway Sewer Separation project. The Lower Mill Creek Partial Remedy project will provide resources for tunnel planning, design, and construction to reduce combined sewer overflow discharges into the Lower Mill Creek. The 1852 Columbia Parkway Sewer Separation project will replace an existing combined sewer that is severely deteriorated in Walnut Hills and the East End. Major project funding adjustments include a reduction of $9.7 million and $3.2 million to the MSD Sustainable Infrastructure Program project and the Water-In-Basement Prevention Program project, respectively, resulting from revised cost estimates. Approved increases to existing projects include $6.6 million for a new phase of the SCADA System Installs and Upgrades project, which will install a SCADA system for monitoring and control of a variety of wastewater treatment processes. Other increases include $1.3 million and $1.0 million for the SSO 579 Improvements project and the Emergency Sewer Repair 2010 project, respectively, resulting from revised cost estimates.

The Approved 2010 *Water Works Capital Fund* Budget Update is $57,166,000, which is $5,554,000 less than the 2010 Approved Capital Budget. The Approved 2010 Capital Budget Update includes 11 new projects totaling $2.9 million and 10 projects totaling $6.2 million have been delayed or cancelled. Nineteen projects have been modified for a net reduction of $2.3 million. While the Approved 2010 Water Works Capital Fund Budget Update has been reduced by $5.5 million when compared to the 2010 Approved Capital Budget, funding for projects in the out-years (2011 through 2014) has been increased by the same amount. Although some projects

have been added, deleted, or adjusted, the balance of the six-year plan is consistent with the established targets in the financial plan and the 2009 bond sale official statement. Major new projects include the Lebanon Wholesale Water Service Projects, which is included in 2010 for $1.0 million. This project will provide resources for the installation of water mains and a pump station to deliver water to the City of Lebanon on a wholesale basis by 2013. The anticipated total cost for this project through 2014 is $10.0 million. Another new project, GCWW Facility Backup, is approved for $500,000. This project will provide for the installation of backup power and portable pumps at numerous critical locations around the GCWW distribution system beginning in 2010. The total estimated cost for this project through 2014 is $1.1 million. Significant reductions to the 2010 Approved Capital Budget include reducing the Kemper Road Tank project by $2.0 million and eliminating funding for the Enterprise Asset Management System project and the Backup Power Generator – Eden Park project, both of which were included in the 2010 Approved Capital Budget for $2.0 million each. These reductions represent funding that has been delayed to future years in the Capital Improvement Program.

In addition to the Restricted Funds Capital Budget changes previously noted, there are also changes in the Special Revenue Capital categories when compared to the 2010 Approved Capital Budget. The 2010 Approved Budget Update amount of $1.4 million for Special Revenue is $812,900 more than the amount included in the 2010 Approved Capital Budget. This revenue is from the Special Housing Permanent Improvement Fund and the approved increase reflects anticipated payments to the fund for 2009, which are used in 2010.

CONSOLIDATED PLAN BUDGET

Table VI: Approved 2010 Consolidated Plan Budget Update

	2009 Approved Budget	2010 Approved Budget	2010 Approved Budget Update	$ Change	% Change
Community Development Block Grant	$15,210,720	$15,186,440	$14,742,722	($443,718)	-2.9%
HOME Investment Partnerships	$4,062,670	$4,062,670	$4,438,952	$376,282	9.3%
Emergency Shelter Grant	$560,000	$560,000	$584,238	$24,238	4.3%
Housing Opportunities for Persons with AIDS	$550,000	$550,000	$629,147	$79,147	14.4%
Total Consolidated Plan Budget	**$20,383,390**	**$20,359,110**	**$20,395,059**	**$35,949**	**0.2%**

The Approved 2010 Consolidated Plan Budget Update reflects a $35,949, or 0.2%, increase from the 2010 Approved Budget as originally adopted in the 2009/2010 Biennial Budget. The 2010 Budget Update assumes continuation grant levels. A list of CDBG project appropriations is included in Appendices B and C of this document.

The 2010 Budget Update continues to focus on funding larger, high impact projects that assist in the transformation of neighborhoods. Based on directives from the Mayor and the City Council, there is an increase in projects to mitigate the effect of abandoned and dilapidated structures.

TAXES & FEES CHANGES

The property tax rate is set at 4.46 mills in 2010, a reduction from the 2009 level of 4.53 mills. This is consistent with the City Council policy to roll back the property tax millage to maintain property tax revenues at the 2001 level. No other tax changes are included.

The Police Department's budget includes increases to impound fees in 2010, which are expected to generate additional revenue of $210,000. The fee increases include a 25% increase in the charge for towing (from $120 currently to $150 in 2010) and storage (from $20 per day to $25). The Police Department's budget also includes a new Administrative License Suspension (ALS) offender fee of $100 per vehicle impounded that is expected to generate $75,000 in new revenue in 2010.

The Department of Planning and Buildings' budget includes changes to multiple inspection/hearing fees in 2010. Fees for Planned Development Reviews would be changed from a single fee of $1,000 to a $2,000 fee for concept plan reviews and $1,000 for final plan reviews. Subdivision Improvement Plan Review fees will also change from a flat fee of $100 per plan to a fee of $300 per lot included in a plan. The new fee structures for Planned Development Reviews and Subdivision Improvement Plan Reviews are expected to generate $10,000 each ($20,000 total) in new revenue in 2010.

The Department of Planning and Buildings' budget also includes a new fee of $300 for hearings before the Historic Conservation Board. This mirrors the same fee currently paid for similar hearings in non-historic districts of the City and is expected to generate $4,000 in 2010. New fees are also included for professional services. Work on mapping and data requests will be charged at an hourly rate of $100 (an average request requires two hours to complete), and a deed review and stamping fee will be charged a flat rate of $100 per deed. New revenue from mapping and data requests is expected to generate $30,000 in 2010, while revenue from the deed review and stamping fee is expected to be $7,000.

The Department of Planning and Buildings' budget includes two "penalty" fees as well. A new late fee of $50 for the Contractor Registration program will be charged for all registration renewals delinquent longer than 30 days. The Department is also increasing the re-inspection fee charged for repeat inspections (due to incorrect or incomplete work found during a first inspection) from $100 to $200, as well as reducing the number of "free" re-inspections allowed before the fee is assessed from three to two. These fees are expected to not only generate new revenue totaling $27,000; it is also anticipated that they will decrease the overall amount of staff time spent on these activities by increasing compliance with policies and improving the quality of inspected work.

Finally, the Department of Planning and Buildings' budget also includes an agreement with the Hamilton County Community Action Agency to perform home weatherization inspections as part

of the American Recovery and Reinvestment Act. This agreement was approved by the Administration and implemented in 2009. These inspections should lead to greater energy efficiency in homes throughout the City as well as generating $132,000 in revenue.

The Greater Cincinnati Water Works' budget includes a 3.0% rate increase for 2010 which would result in additional revenue of $2,874,000. The revenue from this rate increase is needed to cover continued investment in the infrastructure of the utility; debt service; investment in solar energy alternatives; and construction of an ultraviolet disinfection facility.

The Metropolitan Sewer District budget includes an 11% rate increase for 2010, which would result in additional revenue of $18 million. The rate increase was approved by the Hamilton County Board of Commissioners' approval in December 2009. This rate increase is primarily needed for the implementation of the capital requirements outlined in the Wet Weather Improvement Program. The rate study completed by Black & Veatch in December 2009 recommends this rate increase.

CITY STAFFING

The City will reduce the overall number of funded positions in 2010 by 212.2 full-time equivalents (FTE). As shown in Table VII, the total number of FTE will decline from the 6,147.4 budgeted in 2009 to 5,935.1 in 2010. This total reduction equates to a decrease of 118.9 FTE in the General Fund and a reduction of 93.3 FTE in the Restricted Funds.

Table VII: 2010 Approved Budget Update City Staffing Plan

(in Full Time Equivalents, FTE)	2009 Budget	2010 Recommended Update	Change From 2009 Budget
General Fund	3,712.7	3,593.8	(118.9)
Restricted Funds	2,434.7	2,341.3	(93.3)
Total City Staffing	6,147.4	5,935.1	(212.2)

As shown in Table VIII, from 2009 to 2010, the number of non-public safety FTE declines by 210.3 in all funds.

Table VIII: 2009-2010 All Funds Public Safety / Non-Public Safety FTE

(in Full Time Equivalents, FTE)	2009 Budget	2010 Recommended Update	Change From 2009 Budget
Public Safety FTE	1,976.0	1,974.0	(2.0)
Non-Public Safety FTE	4,171.4	3,961.1	(210.3)
Total All Fund FTE	6,147.4	5,935.1	(212.3)

As shown in Table IX, sworn FTE within the Police Department decreases by 2.0 in 2010 for a total of 1,133.0 FTE. Sworn FTE within the Fire Department is maintained in 2010 for a total of 841.0 FTE.

Table IX: 2010 Sworn Authorized Strength Staffing Summary

(in Full Time Equivalents, FTE)	2009 Budget	2010 Recommended Update	Change From 2009 Budget
Police Sworn	1,135.0	1,133.0	(2.0)
Fire Sworn	841.0	841.0	-
Total Sworn	1,976.0	1,974.0	(2.0)

The decrease in non-public safety FTE continues a trend that began in 2000 that reduces non-public safety FTE while increasing sworn public safety staff. As shown in Table X, 761.3 non-public safety FTE have been eliminated since 2000 while the number of sworn public safety FTE has increased by 187.0 during the same period.

Table X: General Fund FTE Change 2000 – 2010

(in Full Time Equivalents, FTE)	2000 Budget	2010 Recommended Update	Change From 2000 Budget
Public Safety FTE	1,787.0	1,974.0	187.0
Non-Public Safety FTE	2,381.1	1,619.8	(761.3)
Total General Fund FTE	4,168.1	3,593.8	(574.3)

PART II
BUDGET BASICS

BIENNIAL BUDGET

In Cincinnati, the City Council approves a Biennial Budget which covers a two-year period. The Approved 2010 Budget Update is the second year of the 2009/2010 Biennial Budget. The primary advantage to 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 the 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, and the budget for the second year of the biennium is "approved" by the City Council. Subsequently, for the second year of the biennium, the City Council must formally appropriate the Approved 2010 Budget Update.

Operating Budget and Capital Budget

The Operating Budget covers the day-to-day delivery of City services. It is similar to a family budget for daily needs, such as rent and utilities. Operating expenditures cover the hours worked by City employees and the supplies they use to deliver services 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 which cost $10,000 or more and last at least five years such as City buildings or fire trucks. Similar to a family which 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. 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 Liquid Emitting Diodes (LEDs) capital project in the Department of Transportation and Engineering is an example of how the two budgets interrelate. The purchase and installation of new liquid emitting diodes traffic and pedestrian signals is included in the 2010 Capital Budget Update. With the installation of the LEDs, the City estimates an operating budget savings of approximately $30,000 per year from lower energy costs.

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 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), the HOME Investment Partnerships Program (HOME), the Emergency Shelter 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, rental assistance, and moderate or substantial rehabilitation of affordable housing for either renters or existing or new homeowners. The ESG program is used for both physical improvements and operating needs for agencies that assist the homeless. The HOPWA grant 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 separate from each other depending upon the purpose of the 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. Under the cash basis of accounting, revenue is recognized when it is received and an expense is recognized when it is paid. 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 which are controlled by enabling legislation setting the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for about 20 of the largest and most active funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

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

The City reports the following major governmental funds:

General Fund is the accounting entity in which all governmental activity, except that which is required to be accounted for in other funds, is accounted for. Its revenues consist primarily of taxes, intergovernmental shared revenues, charges for services, and investment income.

General Fund expenditures represent costs of general government, economic development, public safety, public services, public health, parks and recreation, and other services.

Capital Projects Fund is used to account for resources designated to construct or acquire governmental fund capital assets. Such resources are derived principally from proceeds of general obligation debt, federal and state grants, and City income tax. It is the City's policy to use the proceeds derived from the sale of bonds only for the capital improvement purpose detailed in the bond-authorizing ordinance and in accordance with state statues. Any premium and accrued interest received from the sale of bonds is deposited into the Debt Service Fund.

Debt Service 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:

Water Works Enterprise Fund accounts for all activities of the Greater Cincinnati Water Works Department. The City collects, purifies, and sells water to Greater Cincinnati Area residents and businesses. Revenue consists primarily of user charges.

The City reports the following fund types:

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

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

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 City's Comprehensive Annual Financial Report and are not included in this budget document.

SOURCES AND USES OF FUNDS

Operating Budget – Sources and Uses

The operating budget includes the General Fund, which represents 40.7% of the Approved 2010 Operating Budget, and Restricted Funds, which represent 59.3% of the Approved 2010 Operating Budget. The sources and uses of the Operating, Capital, and Consolidated Plan Budgets follow.

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 64.4% of its General Fund revenue from income taxes in 2010. The primary use of the City's General Fund resources is public safety (police and fire) services, which comprise 64.6% of the General Fund departmental budgets in 2010.

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 who work both in and out of the City and by non-residents who work in the City. It also applies to net income of business organizations for business conducted in the City. The component of the 2.1% city income tax dedicated for General Fund use is 1.55%. The income tax is the largest single source of General Fund revenue.

If General Fund Income Tax revenue exceeds estimates, the excess is recognized as revenue in the Income Tax Permanent Improvement Fund at the end of the year. This amount is carried forward for subsequent year capital or operating needs.

State Shared Revenue. The two major types of revenue in this category are the Estate Tax and the Local Government Fund distribution from the State of Ohio. The Local Government Fund revenue estimate for 2010 reflects the State Legislature's statutory percentages adopted in the State's Biennial Budget.

Property Taxes. The General Fund 4.46 mills property tax rate applies to real property, public utilities property, and tangible property. The real property consists of residential, commercial, and industrial property. Traditionally, property tax revenue fluctuates due to the statutorily required sexennial reappraisal and the intervening third year review and appeals which are granted to taxpayers. It has been recent City Council policy to "rollback" or reduce property taxes for City operating purposes. In October, the City Council passed the Tax Levy resolution establishing a 4.46 mills property tax rate, which will generate $28.9 million in property tax revenue in 2010.

Investments. The investments of the City (excluding 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 Inspections fees and parking violation fine revenue.

Restricted Funds – Sources and Uses

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

Most Restricted Funds receive other revenues, such as investment earnings from their cash balances, and other incidental amounts. The City's 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.

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

Convention Center Fund 103. The Convention Center Fund receives the fees charged for the use of the Cinergy Center and the Transient Occupancy Tax revenue to pay for its operations, 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 the Federal Aviation Administration (FAA) grants.

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

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

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

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

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

Parking Meter Fund 303. The Parking Meter Fund supports selected operations in the Police Department, and the Transportation and Engineering Department, which have a relationship to parking.

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

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

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

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

Cable Communications Fund 424. The Cable Communications Fund supports the Office of Cable Communications, which monitors Time Warner Cable service and produces programming for the City's government access channel; and Communication Technology Services, which provides general City telecommunication services such as installation and repair of telephone system and fiber optic cable. The fund is also used for other general governmental purposes.

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.

Income Tax-Transit Fund 759. The City of Cincinnati has a contract with the Southwest Ohio Regional Transit Authority (SORTA) to operate the transit system. The Income Tax-Transit Fund supports about 38.9% of the annual operating and capital costs of the bus system. Fare box receipts, Federal and State grants, and miscellaneous revenues provide the other 61.1% of the SORTA budget. The Transit Fund also supports transportation related functions within City departments.

Other Restricted Funds and Their Uses

Other Restricted Fund expenditures are authorized in the ordinances, which establish those funds. They are referred to as "Other Restricted" because these budgets are approved and appropriated by the City Council only once, at the time City Council adopts a fund's initial budget or plan of expenditures – no individual annual appropriation ordinances are required. Other Restricted Funds have ongoing authorization for expenditures within realized resources by virtue of their enabling legislation. Their budgets are based on resources and are determined administratively without requiring the passage of

annual appropriation ordinances. This category of operating funds is primarily comprised of grant funds such as the Health Department grants, Parks Department grants, and Police Department grants, or single purpose funds.

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 whereas Restricted Fund Capital budgets are used for the capital investments for the activities covered by the restricted funds (e.g., water main replacement within the Water Works Capital Fund).

General Capital – Sources of Funding

City Income Tax. The component of the 2.1% City 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 continuance of the City Council policy to maintain a constant property tax millage of 5.36 mills for debt service requirements. This City Council policy establishes the parameters for how much capital financing resources will be available from the issuance of debt. The City is well within the unvoted statutory debt limitation of 5 1/2% of assessed value in the City.

The Property Tax Supported Bonds portion of the General Capital resources continues Cincinnati's long-standing policy of no increase in taxes for debt service and replacement of debt service on maturing debt with new debt service requirements. This general policy has enabled the City to institute debt management policies which enable credit-worthiness. Approximately 77% of the City's current outstanding general obligation property tax and self-supported debt of $413.6 million will be retired by December 31, 2020. 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 $2,736 and debt outstanding of 5.51% 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 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. Beginning in 2000, the City Council approved a policy to use revenue bonds to support future Water Works capital 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 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 2010 General Capital Budget Update 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 are completed. The remaining balances are available and recommended for use in new projects.

Blue Ash Airport Sale Proceeds. In August 2007, the City of Cincinnati closed on the sale of approximately 130 acres of the Blue Ash Airport property to the City of Blue Ash. The sale price was $37.5 million and the City is to receive payments from Blue Ash over the next 30 years.

Special Revenue Funds – Sources of Funding

The Special Revenue Funds category is comprised of the Special Housing Permanent Improvement Fund (SHPIF). The resources from this fund are generated from fifty percent of the rental income from City property and a portion of downtown tax increment payments and are used to support the development of market rate housing.

Matching Capital Funds – Sources of Funding

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.

General Capital - Uses of Funding

The General Capital Budget can be stratified into seven expenditure categories. The project expenditure categories include Debt Service Payments, Economic Development, Environment, Equipment, Housing and Neighborhood Development, Infrastructure (Smale Commission), and New Infrastructure. The New Infrastructure category was added for the 1997/1998 Biennial Budget to distinguish new capital improvements from Infrastructure (Smale Commission) projects, which provide for the renovation or replacement of existing City assets.

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

The Infrastructure Income Tax portion of the earnings tax is not included as a Capital Budget resource because it is dedicated primarily to infrastructure maintenance, an Operating Budget item. Capital infrastructure expenditures are combined with the operating infrastructure expenditures to meet the annual minimum expenditure requirement. This ordinance also provides for annual increases to the minimum expenditure requirement base amount by using the percentage change in the Implicit Price Deflator for the Gross National Product. The estimated minimum expenditure requirement for 2010 is $65.5 million.

To assure that the City meets annual expenditure requirements to maintain the 0.10% 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.

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.

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

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

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

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

Restricted Capital Funds – 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, the Emergency Shelter Grant (ESG), and the Housing Opportunities for Persons with AIDS (HOPWA) grant. The other resource components for the CDBG program are locally generated program income, and the year-end carryover from the recovery of prior year project funding and savings in operating funding.

Consolidated Plan Budget - Sources of Funds

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 environment, and economic opportunities principally for persons of low and moderate income, or 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 Partnership Program

The HOME Investment Partnerships Program (HOME) is a formula grant that provides funding for affordable housing programs. HOME funding can be used for acquisition, construction, and moderate or substantial rehabilitation activities that provide affordable rental and ownership housing. The City of Cincinnati uses HOME funding primarily for the rehabilitation of rental housing units for low income families, tenant based rental assistance, the promotion of new home ownership opportunities, and downpayment assistance to low-income households who are first-time homebuyers.

Emergency Shelter Grant (ESG) Program

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

Housing Opportunities for Persons With AIDS (HOPWA) Program

The HOPWA grant is based on the number of cases of AIDS within the region reaching 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 Community Development administers the grant.

Consolidated Plan Budget - Uses of Funds

Consolidated Plan Budget resources are directed to programs and activities to fulfill specific objectives within 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 program of home repair and emergency repair grants for very low-income elderly, disabled and single parent homeowners, and emergency mortgage assistance.

Programs for New Homeowners include down payment assistance to first-time homebuyers citywide. Other opportunities to increase the City's homeownership rate include focused revitalization in specific neighborhoods, or through 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, a competitive program for developers of rental housing within the City (either new or rehabilitation), and tenant based rental assistance.

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, and tenant based rental assistance.

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

Through the ***Neighborhood Business District Program,*** the Department of Community Development aims to improve the economic vitality of neighborhood business districts by creating and retaining jobs in 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, and youth employment.

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. 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. Activities that meet the national objective of slum and blight elimination may comprise no more than 30% of CDBG expenditures in any given program year, with the balance of 70% benefiting low- and moderate-income persons. CDBG expenditures for planning and general

administration activities are limited to 20% of the program year's entitlement grant and current year program income.

The remaining three Consolidated Plan grant programs have separate limits on administrative expenses as follows: HOME – 10% of grant amount; ESG – 5% of grant amount; and HOPWA – 3% of grant amount. Funding for these activities in the 2010 Approved Budget Update are within the program caps.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITY

City Boards and Commissions

Three City Departments - Parks, Recreation, and Health - report to independent City boards or commissions. Members of the board or commission are appointed by the Mayor and approved by the City Council. The budgets for these three Departments have a special public review process because the Departments present the budget to their public boards for approval before submitting the budget to the City Manager. Additionally, the City relies on advisory boards and commissions to provide recommendations across many program areas. These include, but are not limited to, the City Planning Commission, the Citizen's Complaint Authority (CCA), 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 Regional Computer Center (RCC), 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. RCC 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 Warren and Clermont counties. The City of Cincinnati stormwater 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 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 GCWW in March 2003.

2010 BUDGET DEVELOPMENT

Budget Roles and Responsibilities

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

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

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

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

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

The ***Human Services Advisory Committee (HSAC)*** is a citizen advisory group to the City Manager that reviews and recommends City funding for human services activities. This includes recommendations for human services operating support in the General Fund. Within the Consolidated Plan Budget, the HSAC reviews the human services component, the homeless housing renovation activities, and the homeless shelter activities funded through the Emergency Shelter Grant (ESG).

The ***Community Development Advisory Board (CDAB)*** is a volunteer citizens' group broadly representative of the community which advises the City Manager on the development of the Consolidated Plan Budget.

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

The ***City Manager*** through the Finance Department and the Office of Budget and Evaluation, assembles estimates of the financial needs and resources of the City for each ensuing year, and prepares a program of activities within the financial resources of the City. They are embodied in a budget document with supporting schedules and analyses. The City Manager transmits the Recommended Budget to the Mayor for review and comment.

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

The ***City Council*** with citizens' input, modifies and approves the 2010 Budget Update. After the City Council's Finance Committee reviews the proposed budget allocations, program staffing, performance measures, and capital projects in the Recommended Budget, the City Council makes final decisions for a balanced budget, adopts a resolution approving the 2010 Budget Update, and passes appropriation ordinances.

Budget Development Process

In the biennial budget cycle, the 2010 annual budget was presented as an update to the two-year plan approved by the City Council on December 17, 2008. For the 2009/2010 Biennial Budget, the City of Cincinnati's budget development was comprised of a Policy and Education Stage, a Financial Capacity Stage, a Budget Development Stage, a Budget Adoption Stage, and Implementation Stage. The first and second stages determined broad budget policy. The third and fourth stages resulted in the allocation of City resources among programs and projects. A budget calendar and a brief description of the various stages of this biennium's budget process follow.

Budget Calendar

January – February: The Neighborhood Summit is hosted at Xavier University to provide citizens and elected officials an opportunity to share ideas for the future.

February – June: The Administration identifies issues and develops policy options.

June: The General Fund Forecast is presented to City Council, who then approves the Policy Budget priorities.

June: Operating, Capital and Consolidated Plan Budget Instructions are sent to City departments.

July – August: Departmental Operating, Capital, and Consolidated Plan budgets become due to the Office of Budget and Evaluation (B&E).

July – October: B&E analyzes departmental budget requests and makes recommendations to the Executive Budget Committee (Operating Budget) and the Capital Budget Committee (Capital Budget).

November: The City Manager's Recommended Update Budget is presented to the Mayor.

November: The Mayor's comments and the Recommended Biennial Budget are submitted to the City Council.

November – December: The City Council holds Public Budget Hearings to get additional citizen input prior to making its final budgetary decisions.

December: The City Council passes appropriation ordinances establishing the operating and capital budgets.

Policy and Education Stage *January - June 2009*

Neighborhood Support and Education. For the 2009/2010 Biennial Budget, the City conducted its fifth and sixth annual Neighborhood Summits on January 24, 2009 and February 27, 2010. The summits

included seminars and workshops that provided residents with information from a number of areas including Crime and Safety, Neighborhood Development, and Environmental Awareness. The Neighborhood Summits gave City residents an opportunity to learn about various aspects of City government and to talk directly to City leaders and raise questions that affect them individually and their communities.

Community Budget Priorities. For the 2009/2010 Biennial Budget, City residents had the opportunity to make requests of City departments to include neighborhood proposed or endorsed budget requests. A description of the budget process and how to complete the priorities package was sent to the 52 community councils. Each neighborhood could include up to three Community Priority Requests for the 2009/2010 biennium, which were most important to their immediate community. Neighborhoods also identified existing community resources which would help to implement the desired service or project.

Policy Budget Development. In June 2008, the City Administration provided policy development information to the Mayor and the City Council to assist in preparing the 2009/2010 Policy Budget. This information included: 1) Current Policy Priorities; 2) 2009/2010 Biennial Budget Issues; 3) Updated General Fund Forecast; 4) Proposed 2009/2010 Biennial Budget Schedule and Process; 5) 2007-2008 Performance measures; 6) Community Priority Request Process Transition; and 7) 2009/2010 Biennial Budget Policy Framework . On June 25, 2008, the City Council adopted a Policy Budget Resolution for the 2009/2010 Biennial Budget.

Financial Capacity Stage ***May - June 2009***

The Office of Budget and Evaluation, with the assistance of an econometric forecasting firm, provided to the City Council on June 2, 2008 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 2009/2010 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 Council in developing the 2009/2010 Policy Budget priorities.

Budget Development Stage ***June - December 2009***

In 2007, the Budget Development System was upgraded and enhanced to implement program budgeting. Every department is now presented by programs, which has been more transparent and useful. At the beginning of budget development, targets are established for Operating Budget expenditures that reflect adjustments for program changes, increases in salaries and wages, and inflationary increases in non-personnel items such as, contract services, materials and supplies, and fixed charges (i.e. rent and fleet replacement). The 2010 base budget included operating expenditures which were currently funded in the 2009 Budget. These expenditures were included in the target for each agency. Budgetary requests in excess of the target amounts are considered exceptions and were required to meet one of the following criteria: legal mandates, City Council mandates, and City Manager initiatives. Based on economic realities and the results of the City Council policy budget, most agencies were also asked to submit budgets below the target amount (i.e. budget reductions).

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 2010. This Action Plan also served as the Consolidated Plan Budget.

The Department of Community Development prepared and submitted a Requested Consolidated Plan Budget to the Community Development Advisory Board (CDAB). Following review and comment by the 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 for their review and subsequent approval.

The HUD grants included:

Community Development Block Grant (CDBG);
Home Investment Partnerships Grant (HOME);
Emergency Shelter Grant (ESG); and
Housing Opportunities for Persons with AIDS Grant (HOPWA).

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 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 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 2010 Update Budget, which was then presented by the City Manager to the Mayor.

Budget Adoption Stage ***December 2009***

The City Manager presented the Recommended 2010 Update 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 Finance Committee of the City Council reviewed the proposed budget allocations, staffing, and program priorities.

The Finance Committee then held public hearings at City Hall on December 7 and 8, 2009 to assist in the deliberations on the budget. Other public hearings were held at the Hirsch Recreation Center on December 9, 2009 and the Pleasant Ridge Recreation Center on December 15, 2009. Based on citizen input, the City Council reallocated funding to new and existing programs. An additional public hearing specific to the Consolidated Plan Budget was held on November 15, 2009.

Although the City Administration prepares a two-year budget (2009/2010), Ohio law requires an annual appropriation. Therefore, the second year of the biennial budget was adopted by the City Council. A formal adoption of the budget with appropriation ordinances occurred on December 21, 2009.

Implementation Stage

Budget Control. Departments are accountable for budgetary control throughout the fiscal year. Every year 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 fall of each year, which involves the reporting of the departments' actual revenue, expenditure, and fund balance performance to the Office of Budget and Evaluation. In compliance with State law, the Office of Budget and Evaluation then prepares a Final Adjustment Ordinance, which balances each fund account at 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 Improvement Plan is adopted at the project level. Any transfers between agencies or 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 restricted funds, the amendment must be a written memo for administrative approval of the City Manager.

PART III
UPDATE BUDGET DETAIL

The City Departmental Organization charts on pages 41 through 85 show the structure of the various city departments, the staffing, and program budgets. In addition to the departmental detail the following financial schedules are provided:

The "General Fund Budget Summary - Update" on page 86 lists the approved 2010 operating budget updates for the General Fund, by department, compared to the 2009 Approved Budget and the 2010 budget approved when the biennial budget was first approved by the City Council. Non-Departmental budgets for the General Fund are shown separately. This table does not include internal service funds because the revenue is received from interdepartmental billing for services.

The "Operating Budgets by Fund – Update" on page 87 provides the approved 2010 operating budget updates for the General Fund, all of the Principal Restricted Funds, and the other Restricted Funds compared to the 2009 Approved Budget and the 2010 budget approved when the biennial budget was first approved by the City Council.

The "Restricted Funds Operating Budget Update" on page 88 provides the approved 2010 operating budget updates for all of the Principal Restricted Funds compared to the 2009 Approved Budget and the 2010 budget approved when the biennial budget was first approved by the City Council. (Does not include the Community Development Block Grant Fund 304 budget).

The "Other Restricted Funds Operating Budget by Fund-Update" on page 89 provides the approved 2010 operating budget updates for all of the "Other Restricted Funds" that are typically grants or single purpose funds. The updated 2010 approved operating budget is compared to the 2009 Approved Budget and the 2010 budget approved when the biennial budget was first approved by the City Council.

The "All Funds Operating Budget Summary – Update" on page 91 lists the approved 2010 operating budget updates, by department, compared to the 2009 Approved Budget and the 2010 budget approved when the biennial budget was first approved by the City Council. Non-Departmental budgets for all funds are shown separately. This table does not include internal service funds because the revenue is received from interdepartmental billing for services.

The "All Funds Capital Budget – Update" on page 92 lists by Fund, the approved 2010 capital budget update compared to the 2010 capital budget approved when the biennial budget was first approved by the City Council.

The "Consolidated Plan Budget – Update" on page 93 lists, by Consolidated Plan funding component, the approved 2010 consolidated plan budget update compared to the 2010 consolidated plan budget approved when the biennial budget was first approved by the City Council.

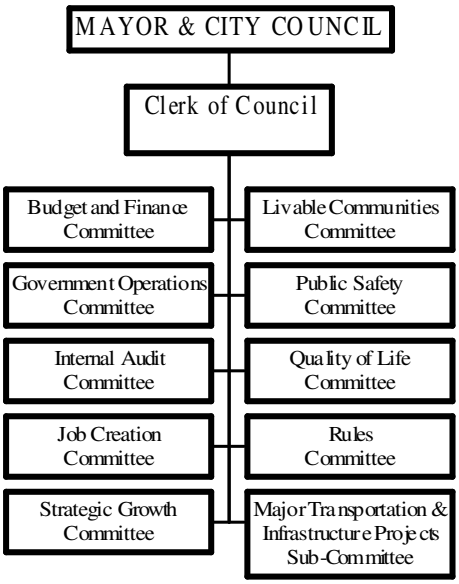
The "Approved Staffing Plan" on page 94 lists, by department, the number of full-time equivalent (FTE) positions funded in the 2008, 2009, and 2010 budgets of the General Fund, Other Funds, and All Funds.

The "Approved Staffing Plan –Update Changes" on page 95 lists, by department, the number of FTE positions changed from the 2009 Approved Budget to the 2010 Approved Budget Update in the General Fund, Other Funds, and All Funds.

The "2010 All Funds Operating Budget Summary - Update by Program" on page 96 lists, by department, the operating budget summary including employee benefits and staffing plan for the General Fund, Other Funds, and All Funds.

City Council

Mission: 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.



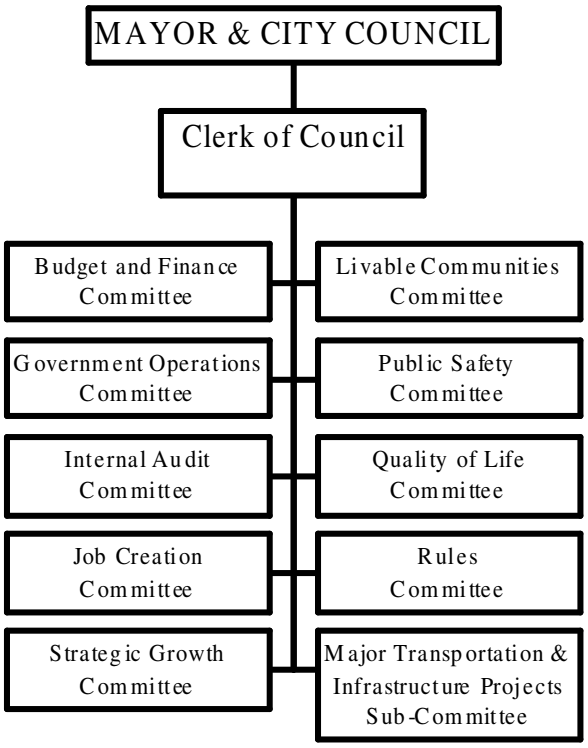
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 1,428,080	$ 1,428,090	$ 1,407,120	$ (20,970)
Other Expenses	$ 73,260	$ 25,470	$ 55,890	$ 30,420
Operating Total	$ 1,501,340	$ 1,453,560	$ 1,463,010	$ 9,450
Employee Benefits	$ 539,170	$ 562,030	$ 562,550	$ 520
Total	$ 2,040,510	$ 2,015,590	$ 2,025,560	$ 9,970
Total Full-Time Equivalent Positions	27.0	27.0	27.0	-

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Councilmembers	1,184,540	0	1,184,540	15.0	0.0	15.0

Office of the Mayor

Mission: 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.



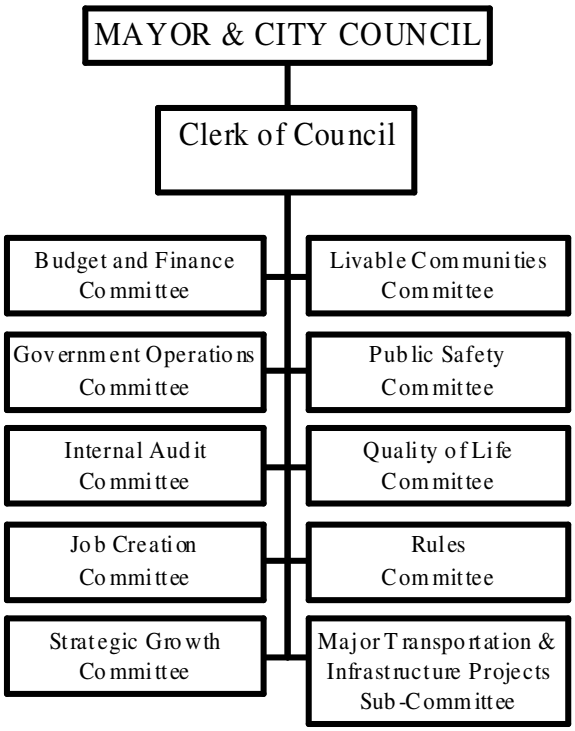
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 435,020	$ 435,020	$ 427,510	$ (7,510)
Other Expenses	$ 51,820	$ 33,540	$ 42,340	$ 8,800
Operating Total	$ 486,840	$ 468,560	$ 469,850	$ 1,290
Employee Benefits	$ 163,500	$ 170,410	$ 170,110	$ (300)
Total	$ 650,340	$ 638,970	$ 639,960	$ 990
Total Full-Time Equivalent Positions	8.0	8.0	8.0	-

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Office of the Mayor	639,960	0	639,960	8.0	0.0	8.0

Clerk of Council

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



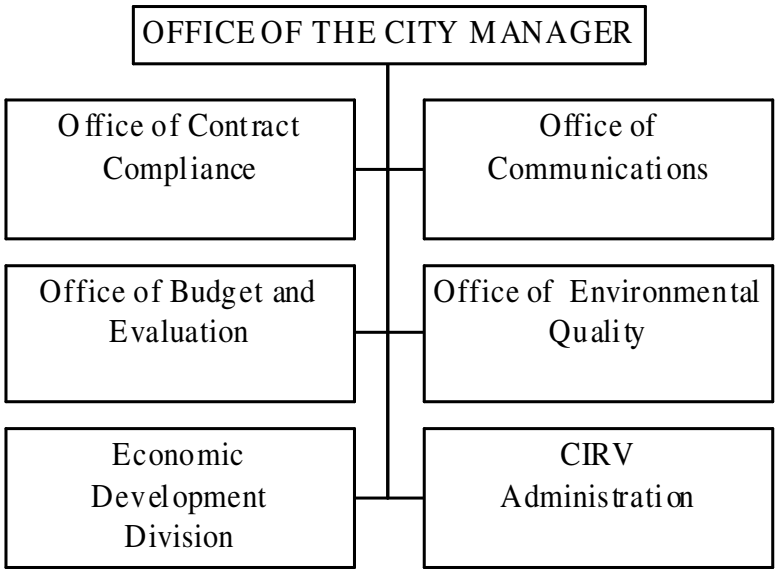
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 309,110	$ 314,540	$ 313,600	$ (940)
Other Expenses	$ 352,750	$ 347,640	$ 252,930	$ (94,710)
Operating Total	$ 661,860	$ 662,180	$ 566,530	$ (95,650)
Employee Benefits	$ 115,960	$ 123,000	$ 124,570	$ 1,570
Total	$ 777,820	$ 785,180	$ 691,100	$ (94,080)
Total Full-Time Equivalent Positions	7.0	7.0	7.0	-

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Clerk of Council	691,100	0	691,100	7.0	0.0	7.0

City Manager

Mission: 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.



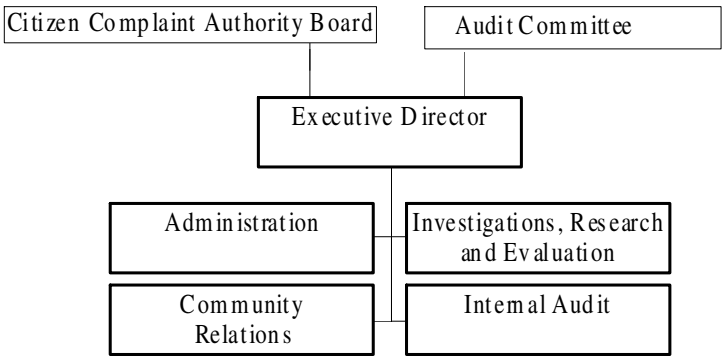
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 2,687,100	$ 2,947,310	$ 2,884,780	$ (62,530)
Other Expenses	$ 927,100	$ 4,306,880	$ 4,505,530	$ 198,650
Operating Total	$ 3,614,200	$ 7,254,190	$ 7,390,310	$ 136,120
Employee Benefits	$ 1,057,560	$ 1,244,870	$ 1,218,100	$ (26,770)
General Fund Overhead	$ 29,780	$ 32,940	$ 46,090	$ 13,150
Total	$ 4,701,540	$ 8,532,000	$ 8,654,500	$ 122,500
Internal Service Funds	$ 158,480	$ 171,290	$ 173,740	$ 2,450
Capital Projects	$ 2,113,900	$ 1,135,700	$ 2,293,400	$ 1,157,700
Program Revenue	$ 2,400,000	$ 2,500,000	$ 2,500,000	$ -
Total Full-Time Equivalent Positions	40.0	47.0	47.0	-

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Office of the City Manager	1,255,080	0	1,255,080	8.0	0.0	8.0
Economic Development Division	469,560	354,000	823,560	7.0	0.0	7.0
Office of Communications	0	809,900	809,900	0.0	6.0	6.0
CIRV Administration	861,590	0	861,590	0.0	0.0	0.0
Office of Contract Compliance	323,160	230,840	554,000	4.0	2.0	6.0
Office of Budget and Evaluation	967,580	385,640	1,353,220	14.0	0.0	14.0
Office of Environmental Quality	2,955,150	215,740	3,170,890	4.0	2.0	6.0

Citizen Complaint & Int. Audit

Mission: 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.



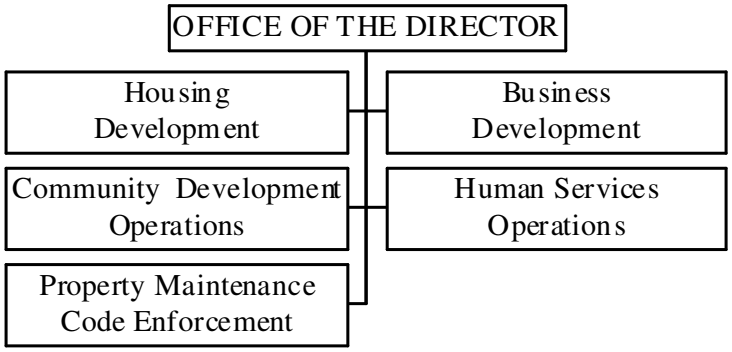
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 476,650	$ 436,480	$ 727,460	$ 290,980
Other Expenses	$ 54,160	$ 32,400	$ 54,430	$ 22,030
Operating Total	$ 530,810	$ 468,880	$ 781,890	$ 313,010
Employee Benefits	$ 179,020	$ 170,590	$ 289,130	$ 118,540
Total	$ 709,830	$ 639,470	$ 1,071,020	$ 431,550
Total Full-Time Equivalent Positions	8.0	7.1	11.1	4.0

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Administration	299,690	0	299,690	3.1	0.0	3.1
Investigations, Research, and Evaluation	281,920	0	281,920	3.0	0.0	3.0
Community Relations	5,960	0	5,960	0.0	0.0	0.0
Internal Audit	454,550	28,900	483,450	5.0	0.0	5.0

Community Development

Mission: The mission of the Department of Community Development is to partner in developing vibrant, safe, and healthy neighborhoods. This will be done through utilizing cutting edge programs and services in a proactive, focused, and customer-friendly manner; ensuring the quality and integrity of the City's building stock; maintaining the quality of the commercial construction; and enforcing the laws and codes established to further these goals.



DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 2,334,140	$ 2,477,470	$ 2,242,280	$ (235,190)
Other Expenses	$ 6,445,350	$ 5,008,060	$ 4,341,850	$ (666,210)
Equipment	$ -	$ 1,480	$ -	$ (1,480)
Operating Total	$ 8,779,490	$ 7,487,010	$ 6,584,130	$ (902,880)
Employee Benefits	$ 852,770	$ 967,740	$ 908,960	$ (58,780)
Total	$ 9,632,260	$ 8,454,750	$ 7,493,090	$ (961,660)
Capital Projects	$ 7,554,800	$ 5,398,400	$ 6,035,300	$ 636,900
Consolidated Plan Projects	$ 15,753,835	$ 14,283,750	$ 14,565,079	$ 281,329
Program Revenue	$ 1,389,180	$ 1,288,180	$ 766,500	$ (521,680)
Total Full-Time Equivalent Positions	68.0	73.0	71.5	(1.5)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Community Development Operations	1,168,540	523,650	1,692,190	5.0	6.0	11.0
Housing Development	519,410	313,950	833,360	3.0	11.0	14.0
Business Development	273,820	149,640	423,460	8.0	2.0	10.0
Operations - Human Services	2,859,820	102,440	2,962,260	3.0	0.0	3.0
Property Maintenance Code Enforcement	1,581,820	0	1,581,820	33.5	0.0	33.5

ES: Convention Center

Mission: The Duke Energy Convention Center contributes to the economic growth and stability of Cincinnati by providing a facility to host international, national, and regional conventions and trade shows, as well as public expositions and other meetings.

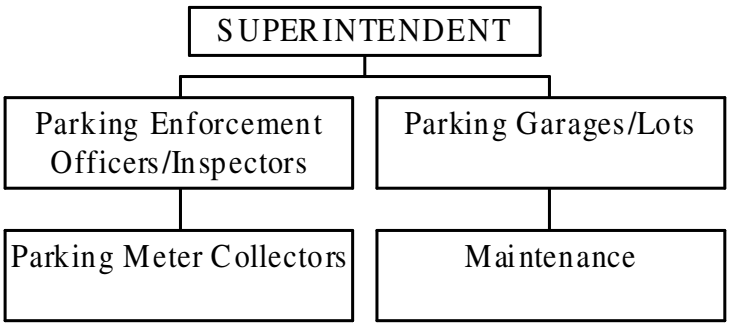
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Other Expenses	$ 6,272,500	$ 6,307,170	$ 6,899,060	$ 591,890
Operating Total	$ 6,272,500	$ 6,307,170	$ 6,899,060	$ 591,890
General Fund Overhead	$ 11,070	$ -	$ -	$ -
Debt Service	$ -	$ -	$ 55,750	$ 55,750
Total	$ 6,283,570	$ 6,307,170	$ 6,954,810	$ 647,640
Capital Projects	$ 569,800	$ 230,000	$ 866,000	$ 636,000
Program Revenue	$ 6,875,640	$ 6,481,430	$ 7,250,000	$ 768,570

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Duke Energy Convention Center	0	6,954,810	6,954,810	0.0	0.0	0.0

ES: Parking Facilities

Mission: The mission of the Parking Facilities Division of the Department of Enterprise Services is to promote a healthy downtown and local economy by providing professional facility management of the City's parking assets.



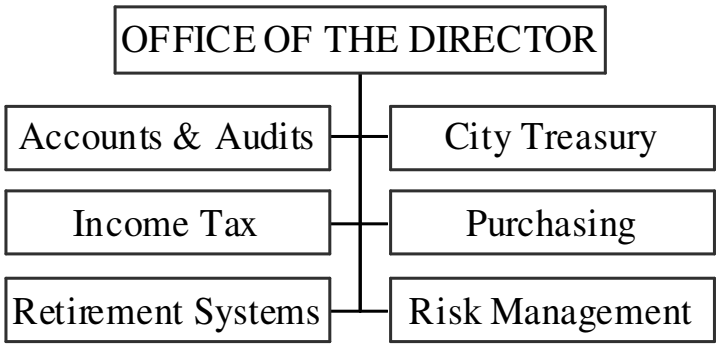
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 2,234,050	$ 2,194,150	$ 2,155,860	$ (38,290)
Other Expenses	$ 4,103,780	$ 4,063,760	$ 4,571,090	$ 507,330
Equipment	$ 71,900	$ 70,000	$ 75,000	$ 5,000
Operating Total	$ 6,409,730	$ 6,327,910	$ 6,801,950	$ 474,040
Employee Benefits	$ 720,270	$ 733,270	$ 758,500	$ 25,230
General Fund Overhead	$ 202,320	$ 192,120	$ 188,690	$ (3,430)
Debt Service	$ 46,980	$ 46,980	$ 46,980	$ -
Total	$ 7,379,300	$ 7,300,280	$ 7,796,120	$ 495,840
Capital Projects	$ 700,000	$ 380,000	$ 450,000	$ 70,000
Program Revenue	$ 7,724,000	$ 8,040,300	$ 8,055,200	$ 14,900
Total Full-Time Equivalent Positions	55.0	54.0	53.5	(0.5)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
On-Street Parking	0	1,696,510	1,696,510	0.0	24.0	24.0
Off-Street Parking	0	5,530,360	5,530,360	0.0	25.5	25.5
Parking Business Services	0	569,250	569,250	0.0	4.0	4.0

Finance

Mission: 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, Retirement Systems, and Risk Management.



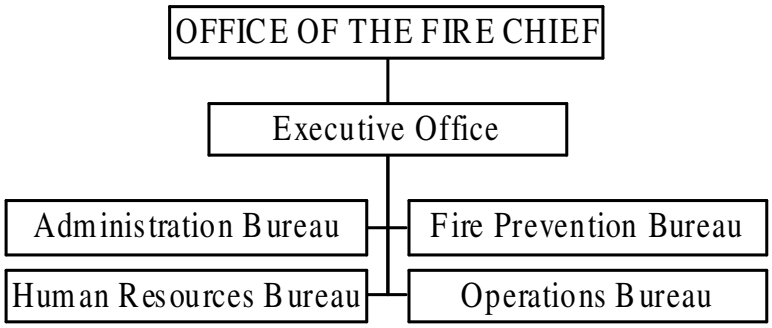
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 5,606,780	$ 5,184,430	$ 4,733,610	$ (450,820)
Other Expenses	$ 3,003,730	$ 2,965,050	$ 2,636,480	$ (328,570)
Equipment	$ 3,340	$ -	$ -	$ -
Operating Total	$ 8,613,850	$ 8,149,480	$ 7,370,090	$ (779,390)
Employee Benefits	$ 2,298,980	$ 2,225,470	$ 2,344,750	$ 119,280
General Fund Overhead	$ 38,280	$ 36,540	$ 38,410	$ 1,870
Debt Service	$ 65,070,000	$ 76,227,130	$ 67,500,000	$ (8,727,130)
Total	$ 76,021,110	$ 86,638,620	$ 77,253,250	$ (9,385,370)
Internal Service Funds	$ 3,978,260	$ 4,157,500	$ 4,513,430	$ 355,930
Capital Projects	$ 124,300	$ 97,900	$ 152,700	$ 54,800
Consolidated Plan Projects	$ 8,000	$ 8,000	$ 8,000	$ -
Program Revenue	$ 27,660,143	$ 25,160,642	$ 25,470,520	$ 309,878
Total Full-Time Equivalent Positions	134.7	128.3	122.8	(5.5)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Administration	353,140	0	353,140	3.0	0.0	3.0
Financial Reporting and Monitoring	929,450	603,070	1,532,520	13.0	5.0	18.0
Payroll Preparation	215,390	0	215,390	2.0	0.0	2.0
Debt Management	0	69,338,380	69,338,380	0.0	3.0	3.0
Cash Management/Banking	297,150	0	297,150	4.0	0.0	4.0
Delinquent Accounts	94,840	0	94,840	1.0	0.0	1.0
Licensing, Adm. Tax & Transient Occupancy Tax	56,080	0	56,080	1.0	0.0	1.0
Parking Revenue Collections	0	200,310	200,310	0.0	2.0	2.0
CDBG Loan Program	0	114,080	114,080	0.0	1.0	1.0
Risk Management	126,610	1,687,100	1,813,710	0.0	15.0	15.0
Income Tax	3,448,220	0	3,448,220	42.8	0.0	42.8
Procurement	820,360	182,280	1,002,640	10.0	2.0	12.0
Printing and Stores	0	3,300,220	3,300,220	0.0	9.0	9.0
Employee Retirement System	0	0	0	0.0	9.0	9.0

Fire

Mission: 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.



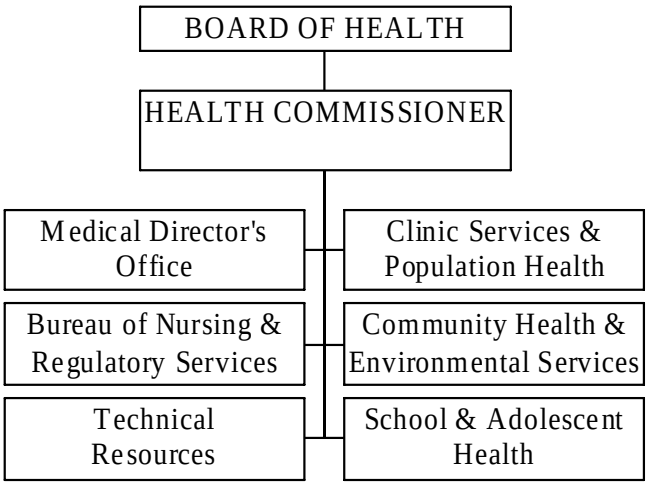
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 62,110,570	$ 65,557,380	$ 61,845,120	$ (3,712,260)
Other Expenses	$ 8,221,390	$ 7,714,420	$ 6,127,870	$ (1,586,550)
Equipment	$ 171,090	$ 173,640	$ 77,360	$ (96,280)
Operating Total	$ 70,503,050	$ 73,445,440	$ 68,050,350	$ (5,395,090)
Employee Benefits	$ 23,206,380	$ 25,512,160	$ 24,720,460	$ (791,700)
Debt Service	$ -	$ -	$ 61,620	$ 61,620
Total	$ 93,709,430	$ 98,957,600	$ 92,832,430	$ (6,125,170)
Capital Projects	$ 477,900	$ 422,600	$ 2,821,800	$ 2,399,200
Program Revenue	$ 5,208,000	$ 5,728,000	$ 5,648,000	$ (80,000)
Total Full-Time Equivalent Positions	890.0	888.0	868.0	(20.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Response	84,147,190	0	84,147,190	800.0	0.0	800.0
Human Resources	2,327,120	0	2,327,120	14.0	0.0	14.0
Support Services	2,132,040	0	2,132,040	17.0	0.0	17.0
Prevention and Community Education	3,027,410	0	3,027,410	26.0	0.0	26.0
Financial Management and Planning	1,198,670	0	1,198,670	11.0	0.0	11.0

Health

Mission: To assist in achieving and sustaining people's 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.



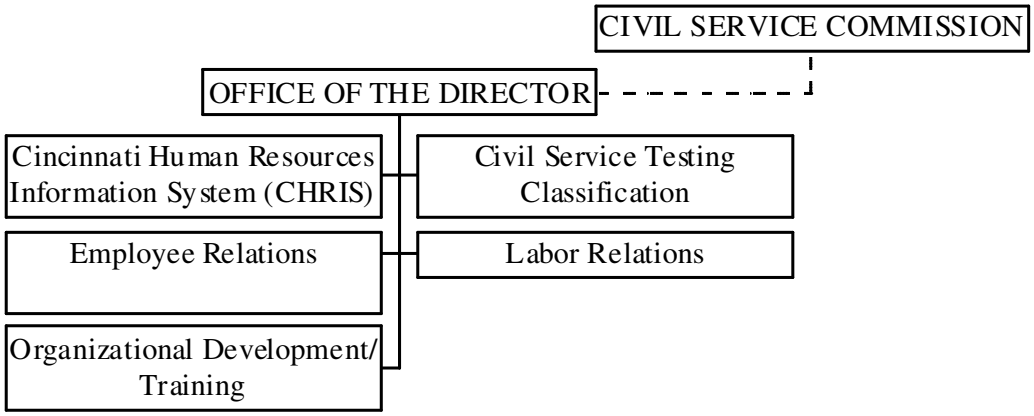
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 23,726,410	$ 23,021,510	$ 24,148,960	$ 1,127,450
Other Expenses	$ 8,318,990	$ 8,790,370	$ 8,504,070	$ (286,300)
Equipment	$ 20,000	$ 19,750	$ 3,000	$ (16,750)
Operating Total	$ 32,065,400	$ 31,831,630	$ 32,656,030	$ 824,400
Employee Benefits	$ 8,402,570	$ 8,829,620	$ 9,157,640	$ 328,020
General Fund Overhead	$ 228,300	$ 260,940	$ 227,500	$ (33,440)
Total	$ 40,696,270	$ 40,922,190	$ 42,041,170	$ 1,118,980
Capital Projects	$ 450,300	$ 340,200	$ 339,500	$ (700)
Consolidated Plan Projects	$ 550,000	$ 1,218,680	$ 1,083,680	$ (135,000)
Program Revenue	$ 15,376,220	$ 18,127,600	$ 19,004,944	$ 877,344
Total Full-Time Equivalent Positions	484.0	480.7	458.1	(22.6)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Health Administration	4,451,840	700,540	5,152,380	40.0	4.0	44.0
Health Centers	10,379,790	8,352,350	18,732,140	106.9	67.7	174.6
Home Health Nursing Services & Comm. Nursing	5,993,350	7,547,720	13,541,070	87.0	95.4	182.4
School & Adolescent Health	2,075,160	1,418,560	3,493,720	31.0	15.1	46.1
Dental Hygiene	674,430	447,430	1,121,860	8.0	3.0	11.0

Human Resources

Mission: 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.



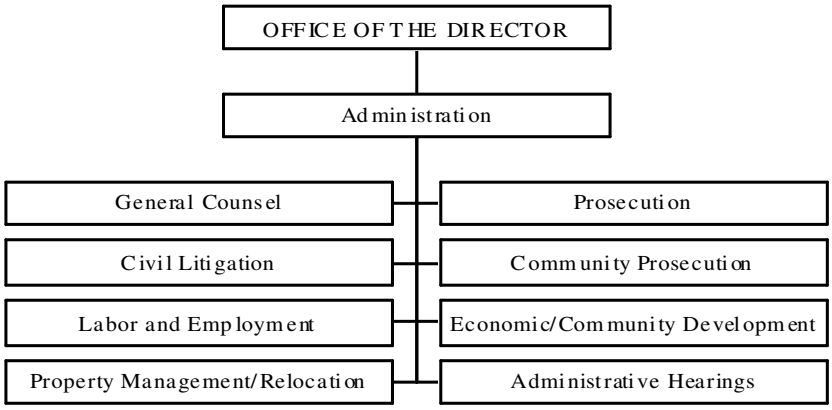
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 1,457,350	$ 1,501,220	$ 1,316,380	$ (184,840)
Other Expenses	$ 448,160	$ 435,700	$ 413,250	$ (22,450)
Operating Total	$ 1,905,510	$ 1,936,920	$ 1,729,630	$ (207,290)
Employee Benefits	$ 562,920	$ 603,580	$ 548,460	$ (55,120)
General Fund Overhead	$ 17,300	$ 15,470	$ 16,080	$ 610
Total	$ 2,485,730	$ 2,555,970	$ 2,294,170	$ (261,800)
Capital Projects	$ -	$ 1,160,000	$ -	$ (1,160,000)
Total Full-Time Equivalent Positions	26.1	28.1	25.1	(3.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Administration	347,900	0	347,900	3.0	0.0	3.0
Human Resources Information System	302,700	0	302,700	1.0	0.0	1.0
Civil Service/Testing	591,230	278,730	869,960	11.1	3.0	14.1
Employee Relations	368,460	0	368,460	4.0	0.0	4.0
Labor Relations	302,020	0	302,020	2.0	0.0	2.0
Professional/Staff Development	103,130	0	103,130	1.0	0.0	1.0

Law

Mission: The mission of the Law Department of the City of Cincinnati is to provide effective and efficient legal services to the City of Cincinnati by representing the Council, officers, departments and boards of the City as legal counsel and attorney, representing the City in all proceedings in which the City is a party before any court or adjudicatory body, serving as prosecuting attorney in the municipal court, and providing all services in connection with the acquisition, management, and sale of real property, business and family relocation, and the levying of assessments.



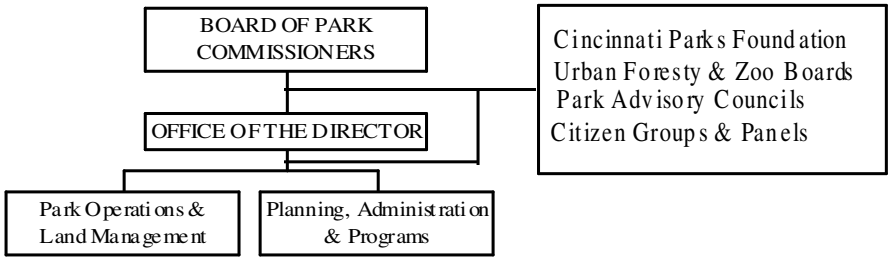
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 3,413,970	$ 3,479,950	$ 3,197,370	$ (282,580)
Other Expenses	$ 850,190	$ 1,308,240	$ 1,258,130	$ (50,110)
Operating Total	$ 4,264,160	$ 4,788,190	$ 4,455,500	$ (332,690)
Employee Benefits	$ 1,367,120	$ 1,463,440	$ 1,403,800	$ (59,640)
General Fund Overhead	$ 16,490	$ 14,660	$ 14,110	$ (550)
Total	$ 5,647,770	$ 6,266,290	$ 5,873,410	$ (392,880)
Internal Service Funds	$ 408,890	$ 429,650	$ 444,250	$ 14,600
Consolidated Plan Projects	$ 150,000	$ 160,000	$ 160,000	$ -
Program Revenue	$ 450,000	$ 430,000	$ 250,000	$ (180,000)
Total Full-Time Equivalent Positions	74.2	79.2	71.2	(8.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
General Counsel	274,780	0	274,780	7.0	0.0	7.0
Administration	487,790	0	487,790	4.0	0.0	4.0
Prosecution	1,954,650	0	1,954,650	21.0	0.0	21.0
Economic and Community Development	94,280	487,130	581,410	5.0	2.0	7.0
Community Prosecution	208,180	0	208,180	3.0	0.0	3.0
Civil Litigation	1,234,350	0	1,234,350	12.2	0.0	12.2
Labor and Employment	398,460	0	398,460	3.0	0.0	3.0
Administrative Hearings	488,420	0	488,420	6.0	0.0	6.0
Property Management and Real Estate/Relocation	94,850	594,770	689,620	2.0	6.0	8.0

Parks

Mission: 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.



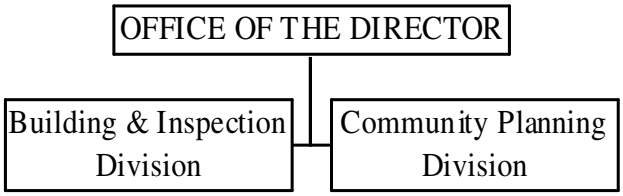
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 5,455,240	$ 5,533,200	$ 5,580,380	$ 47,180
Other Expenses	$ 4,007,360	$ 4,078,940	$ 4,043,880	$ (35,060)
Equipment	$ 30,000	$ 35,000	$ 35,350	$ 350
Operating Total	$ 9,492,600	$ 9,647,140	$ 9,659,610	$ 12,470
Employee Benefits	$ 1,882,190	$ 2,021,300	$ 2,022,720	$ 1,420
General Fund Overhead	$ 196,170	$ 215,630	$ 244,840	$ 29,210
Total	$ 11,570,960	$ 11,884,070	$ 11,927,170	$ 43,100
Capital Projects	$ 8,734,800	$ 6,159,500	$ 7,053,000	$ 893,500
Consolidated Plan Projects	$ 125,000	$ 100,000	$ 100,000	$ -
Program Revenue	$ 2,597,030	$ 2,730,110	$ 2,800,760	$ 70,650
Total Full-Time Equivalent Positions	158.7	159.7	157.7	(2.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Customer Service	189,490	172,690	362,180	2.0	0.0	2.0
Director's Office	243,810	0	243,810	2.0	0.0	2.0
Facility Maintenance	227,490	0	227,490	6.0	0.0	6.0
Financial & Business Services	1,252,970	61,450	1,314,420	6.0	1.0	7.0
Krohn Conservatory	388,390	533,730	922,120	9.5	5.0	14.5
Nature Education & Centers	388,670	171,640	560,310	11.8	3.3	15.1
Operations & Facility Management	2,608,530	3,642,080	6,250,610	50.5	44.6	95.0
Planning & Design	98,150	0	98,150	7.5	0.0	7.5
Urban Forestry	0	1,948,080	1,948,080	0.0	8.5	8.5

Planning and Buildings

Mission: The mission of the Department of Planning and Buildings is to plan the ideal urban environment, identify ways to achieve it, and provide the zoning and permitting resources to help plans become reality.



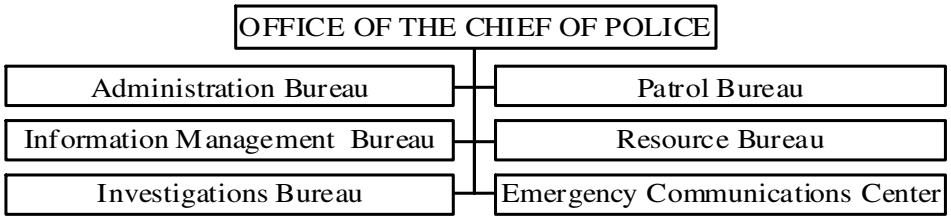
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 4,449,750	$ 4,297,210	$ 4,101,270	$ (195,940)
Other Expenses	$ 557,760	$ 756,720	$ 539,400	$ (217,320)
Operating Total	$ 5,007,510	$ 5,053,930	$ 4,640,670	$ (413,260)
Employee Benefits	$ 1,669,670	$ 1,683,820	$ 1,651,400	$ (32,420)
General Fund Overhead	$ -	$ 3,180	$ 3,270	$ 90
Debt Service	$ -	$ -	$ 56,600	$ 56,600
Total	$ 6,677,180	$ 6,740,930	$ 6,351,940	$ (388,990)
Capital Projects	$ -	$ 775,000	$ 549,000	$ (226,000)
Total Full-Time Equivalent Positions	77.0	77.0	71.0	(6.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Administration	904,170	50,800	954,970	6.0	0.0	6.0
Land Use	414,220	328,390	742,610	4.0	4.0	8.0
Historic Conservation	32,640	196,700	229,340	1.0	2.0	3.0
Customer Services	818,050	0	818,050	11.0	0.0	11.0
Plan Examination	784,310	0	784,310	8.0	0.0	8.0
Building Construction Inspections	2,245,570	58,010	2,303,580	29.0	0.0	29.0
Elevator Inspection	519,080	0	519,080	6.0	0.0	6.0

Police

Mission: 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.



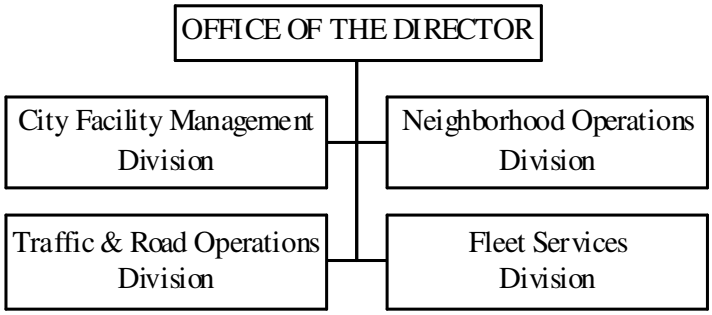
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 90,852,390	$ 89,289,050	$ 91,401,770	$ 2,112,720
Other Expenses	$ 14,445,670	$ 14,328,680	$ 14,614,320	$ 285,640
Operating Total	$ 105,298,060	$ 103,617,730	$ 106,016,090	$ 2,398,360
Employee Benefits	$ 33,791,170	$ 34,587,450	$ 35,802,160	$ 1,214,710
Debt Service	$ 269,980	$ 269,980	$ 328,390	$ 58,410
Total	$ 139,359,210	$ 138,475,160	$ 142,146,640	$ 3,671,480
Capital Projects	$ 205,000	$ 2,901,500	$ -	$ (2,901,500)
Consolidated Plan Projects	$ 100,000	$ -	$ -	$ -
Program Revenue	$ 1,954,630	$ 1,400,000	$ 1,400,000	$ -
Total Full-Time Equivalent Positions	1,430.5	1,429.5	1,428.0	(1.5)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Public Safety	119,533,820	1,686,940	121,220,760	1,181.6	0.0	1,181.6
Community Partnerships	3,791,850	0	3,791,850	40.7	0.0	40.7
Personnel Development	4,265,920	0	4,265,920	38.9	0.0	38.9
Resource Management	1,875,220	0	1,875,220	21.9	0.0	21.9
Technological Advancement	1,789,880	0	1,789,880	14.0	0.0	14.0
Emergency Communications Center	7,854,170	1,348,840	9,203,010	131.0	0.0	131.0

Public Services

Mission: 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.



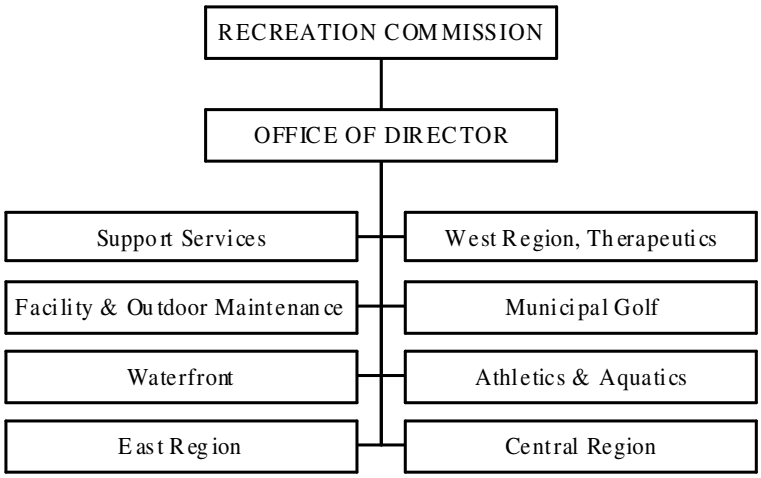
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 18,032,320	$ 17,532,330	$ 16,443,990	$ (1,088,340)
Other Expenses	$ 18,527,570	$ 18,621,580	$ 17,960,120	$ (661,460)
Equipment	$ 36,520	$ 37,470	$ 26,990	$ (10,480)
Operating Total	$ 36,596,410	$ 36,191,380	$ 34,431,100	$ (1,760,280)
Employee Benefits	$ 8,337,480	$ 8,530,690	$ 8,441,580	$ (89,110)
General Fund Overhead	$ 337,550	$ 318,620	$ 322,110	$ 3,490
Debt Service	$ 210,980	$ 105,480	$ 286,070	$ 180,590
Total	$ 45,482,420	$ 45,146,170	$ 43,480,860	$ (1,665,310)
Internal Service Funds	$ 14,188,890	$ 14,831,670	$ 14,235,750	$ (595,920)
Capital Projects	$ 11,405,300	$ 12,031,800	$ 10,830,700	$ (1,201,100)
Consolidated Plan Projects	$ 160,000	$ 585,000	$ 585,000	$ -
Program Revenue	$ 31,932,900	$ 38,283,880	$ 15,947,781	$ (22,336,099)
Total Full-Time Equivalent Positions	571.8	545.8	490.5	(55.3)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Director's Office	610,650	158,010	768,660	7.0	1.0	8.0
Traffic Control, Pavement & Structure Maint.	89,980	10,978,710	11,068,690	1.0	157.0	158.0
Waste Collections	13,350,090	0	13,350,090	141.5	0.0	141.5
Neighborhood Investment Services	2,788,150	5,375,520	8,163,670	35.0	54.0	89.0
Property Management	2,469,020	2,861,320	5,330,340	7.0	22.0	29.0
Fleet Services	0	15,525,020	15,525,020	0.0	65.0	65.0
Winter Maintenance	2,453,950	527,020	2,980,970	0.0	0.0	0.0
Energy Management	529,170	0	529,170	0.0	0.0	0.0

Recreation

Mission: The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



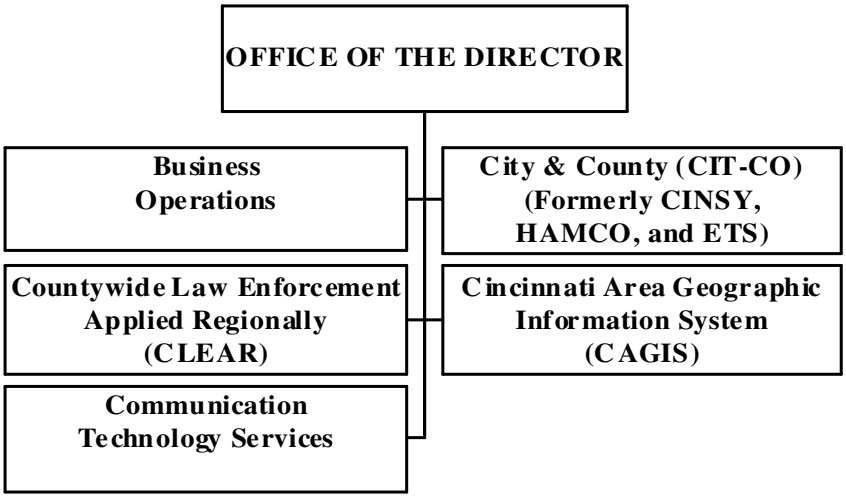
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 13,973,730	$ 14,072,140	$ 13,259,500	$ (812,640)
Other Expenses	$ 11,605,580	$ 11,547,110	$ 11,352,950	$ (194,160)
Equipment	$ 42,410	$ 33,750	$ 34,090	$ 340
Operating Total	$ 25,621,720	$ 25,653,000	$ 24,646,540	$ (1,006,460)
Employee Benefits	$ 3,355,140	$ 3,436,050	$ 3,583,180	$ 147,130
General Fund Overhead	$ 228,950	$ 231,710	$ 244,730	$ 13,020
Debt Service	$ 285,000	$ 400,010	$ 400,010	$ -
Total	$ 29,490,810	$ 29,720,770	$ 28,874,460	$ (846,310)
Capital Projects	$ 4,169,200	$ 4,793,500	$ 6,285,700	$ 1,492,200
Program Revenue	$ 10,460,472	$ 10,200,000	$ 9,855,000	$ (345,000)
Total Full-Time Equivalent Positions	434.3	432.3	373.3	(58.9)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Aquatics	1,199,190	199,510	1,398,700	28.4	3.0	31.4
Athletics	427,960	415,690	843,650	4.0	1.9	5.9
Community Center Operations	9,174,360	2,278,420	11,452,780	125.6	82.5	208.1
Golf	0	6,376,740	6,376,740	0.0	2.0	2.0
Indoor/Facility Maintenance	1,658,010	542,250	2,200,260	14.0	6.0	20.0
Outdoor Maintenance	3,325,740	171,980	3,497,720	55.6	1.0	56.6
Seniors	266,870	67,320	334,190	8.5	1.5	10.0
Therapeutic Recreation	714,340	50,020	764,360	11.0	0.0	11.0
Technical Services/Capital Projects	24,080	0	24,080	8.5	0.0	8.5
Waterfront & Special Events	843,180	928,060	1,771,240	9.0	7.0	16.0
Youth & Family Services	174,800	35,940	210,740	2.8	1.0	3.8

Regional Computer Center

Mission: The mission of the Regional Computer Center (RCC) 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.



DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 1,497,320	$ 2,217,690	$ 5,628,800	$ 3,411,110
Other Expenses	$ 7,162,300	$ 8,421,300	$ 8,107,570	$ (313,730)
Equipment	$ -	$ 203,000	$ 582,800	$ 379,800
Operating Total	$ 8,659,620	$ 10,841,990	$ 14,319,170	$ 3,477,180
Employee Benefits	$ 1,578,740	$ 2,807,580	$ 2,738,430	$ (69,150)
General Fund Overhead	$ 46,330	$ 396,700	$ 561,410	$ 164,710
Total	$ 10,284,690	$ 14,046,270	$ 17,619,010	$ 3,572,740
Internal Service Funds	$ 10,535,390	$ 13,592,160	$ 2,191,850	$ (11,400,310)
Capital Projects	$ 968,200	$ 1,191,400	$ 1,306,600	$ 115,200
Program Revenue	$ 11,066,440	$ 7,433,530	$ -	$ (7,433,530)
Total Full-Time Equivalent Positions	112.0	114.0	101.0	(13.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
RCC Administration	1,146,490	342,200	1,488,690	8.0	3.0	11.0
CTS Operations	2,389,070	1,457,760	3,846,830	5.0	17.0	22.0
CIT-CO Operations	2,861,450	3,033,590	5,895,040	15.0	14.0	29.0
CLEAR Operations	0	4,429,340	4,429,340	0.0	21.0	21.0
CAGIS Consortium Operations	0	4,150,840	4,150,840	0.0	18.0	18.0

Sewers

Mission: 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:

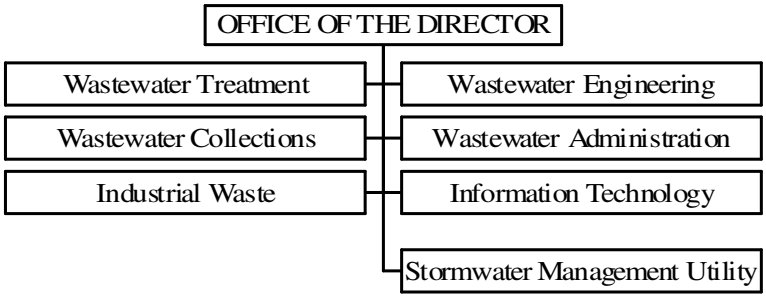
-Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations;

-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.



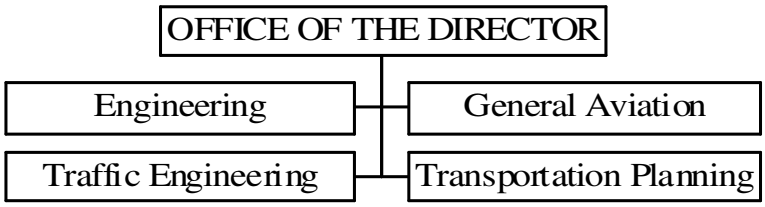
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 32,466,890	$ 34,796,400	$ 37,980,570	$ 3,184,170
Other Expenses	$ 64,190,640	$ 67,647,270	$ 62,805,740	$ (4,841,530)
Equipment	$ 4,019,180	$ 4,955,380	$ 5,155,490	$ 200,110
Operating Total	$ 100,676,710	$ 107,399,050	$ 105,941,800	$ (1,457,250)
Employee Benefits	$ 11,579,350	$ 12,617,850	$ 13,549,460	$ 931,610
General Fund Overhead	$ 2,242,320	$ 2,157,560	$ 2,350,710	$ 193,150
Debt Service	$ 70,176,110	$ 74,175,840	$ 81,182,840	$ 7,007,000
Total	$ 184,674,490	$ 196,350,300	$ 203,024,810	$ 6,674,510
Capital Projects	$ 143,165,600	$ 238,104,500	$ 140,621,800	$ (97,482,700)
Program Revenue	$ 203,240,000	$ 219,740,000	$ 234,640,000	$ 14,900,000
Total Full-Time Equivalent Positions	730.0	750.0	750.0	-

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Office of the Director/Administration	0	20,307,840	20,307,840	0.0	56.0	56.0
Wastewater Engineering	0	88,317,570	88,317,570	0.0	150.0	150.0
Information Technology	0	6,048,420	6,048,420	0.0	32.0	32.0
Wastewater Treatment	0	51,930,850	51,930,850	0.0	276.0	276.0
Wastewater Collection	0	20,590,380	20,590,380	0.0	166.0	166.0
Industrial Waste	0	5,694,110	5,694,110	0.0	53.0	53.0
Water-In-Basement	0	3,627,500	3,627,500	0.0	0.0	0.0
Stormwater - Admin. & Financial Management	0	998,790	998,790	0.0	3.0	3.0
Stormwater - Planning/Design	0	346,980	346,980	0.0	1.0	1.0
Stormwater - Operations & Maintenance	0	3,356,610	3,356,610	0.0	8.0	8.0
Stormwater - NPDES Compliance	0	663,480	663,480	0.0	4.0	4.0
Stormwater - Flood Control	0	1,142,280	1,142,280	0.0	1.0	1.0

Transportation and Engineering

Mission: 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.



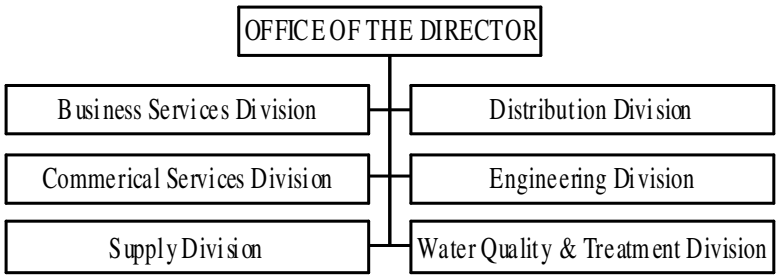
DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 5,025,500	$ 5,044,290	$ 4,700,950	$ (343,340)
Other Expenses	$ 5,051,860	$ 5,246,770	$ 5,068,100	$ (178,670)
Equipment	$ 99,510	$ 102,290	$ 103,310	$ 1,020
Operating Total	$ 10,176,870	$ 10,393,350	$ 9,872,360	$ (520,990)
Employee Benefits	$ 2,075,150	$ 2,121,490	$ 2,162,530	$ 41,040
General Fund Overhead	$ 330,630	$ 330,630	$ 336,350	$ 5,720
Debt Service	$ 60,800	$ 58,140	$ 56,840	$ (1,300)
Total	$ 12,643,450	$ 12,903,610	$ 12,428,080	$ (475,530)
Capital Projects	$ 29,501,200	$ 27,801,000	$ 26,725,300	$ (1,075,700)
Program Revenue	$ 3,780,400	$ 4,000,400	$ 4,000,400	$ -
Total Full-Time Equivalent Positions	185.0	186.0	176.0	(10.0)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Director's Office	545,020	651,820	1,196,840	9.0	7.0	16.0
Transportation Planning and Urban Design	227,270	368,870	596,140	11.0	6.0	17.0
Engineering	452,950	2,840,670	3,293,620	52.0	51.0	103.0
Traffic Engineering	2,215,400	3,183,500	5,398,900	1.0	25.0	26.0
General Aviation	0	1,942,580	1,942,580	0.0	14.0	14.0

Water Works

Mission: 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.



DEPARTMENT BUDGET SUMMARY

Operating Budget	2008 Budget	2009 Budget	2010 Budget	Change 2009 Budget to 2010
Personnel Services	$ 28,196,430	$ 29,556,090	$ 29,617,050	$ 60,960
Other Expenses	$ 31,121,550	$ 35,227,240	$ 32,749,490	$ (2,477,750)
Equipment	$ 901,060	$ 969,400	$ 829,000	$ (140,400)
Operating Total	$ 60,219,040	$ 65,752,730	$ 63,195,540	$ (2,557,190)
Employee Benefits	$ 10,213,460	$ 10,763,460	$ 11,467,720	$ 704,260
General Fund Overhead	$ 2,521,590	$ 2,424,880	$ 2,541,830	$ 116,950
Debt Service	$ 34,111,400	$ 34,821,900	$ 36,823,300	$ 2,001,400
Total	$ 107,065,490	$ 113,762,970	$ 114,028,390	$ 265,420
Capital Projects	$ 61,853,000	$ 53,324,000	$ 57,166,000	$ 3,842,000
Total Full-Time Equivalent Positions	629.8	625.8	617.3	(8.5)

2010 Programs	Operating Budget Summary			Staffing Plan		
	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Departmental Support Services	0	47,361,420	47,361,420	0.0	73.0	73.0
Commercial Services	0	11,994,640	11,994,640	0.0	120.3	120.3
Water Supply, Treatment and Distribution	0	54,672,330	54,672,330	0.0	424.0	424.0

General Fund Budget Summary - Update

Agency/Account	2009 Approved Budget	2010 Approved Budget	2010 Approved Update	Change 2009 to 2010 Update	Change 2009 to 2010 Update
City Council	1,453,560	1,384,430	1,463,010	9,450	0.7%
Office of the Mayor	468,560	446,990	469,850	1,290	0.3%
Clerk of Council	662,180	648,930	566,530	(95,650)	-14.4%
City Manager	5,759,520	6,549,700	5,978,830	219,310	3.8%
Citizen Complaint & Int. Audit	468,870	459,590	762,170	293,300	62.6%
Community Development	6,502,320	6,362,680	5,696,250	(806,070)	-12.4%
Finance	5,533,040	5,416,420	4,802,090	(730,950)	-13.2%
Fire	73,445,460	72,549,460	68,050,350	(5,395,110)	-7.3%
Health	18,935,390	18,482,090	17,385,160	(1,550,230)	-8.2%
Human Resources	1,749,930	1,713,750	1,558,920	(191,010)	-10.9%
Law	4,385,990	4,296,530	4,090,450	(295,540)	-6.7%
Parks	4,747,340	4,634,890	4,493,260	(254,080)	-5.4%
Planning & Buildings	4,583,560	4,380,340	4,194,240	(389,320)	-8.5%
Police	102,704,150	106,745,680	103,358,300	654,150	0.6%
Public Services	19,599,750	18,701,440	19,079,660	(520,090)	-2.7%
Recreation	15,561,430	15,111,430	14,581,100	(980,330)	-6.3%
Regional Computer Center	5,298,880	5,190,870	5,526,880	228,000	4.3%
Transportation and Eng.	3,486,620	3,414,920	3,152,780	(333,840)	-9.6%
TOTAL ALL DEPARTMENT	275,346,550	276,490,140	265,209,830	(10,136,720)	-3.7%
Debt Service	0	0	298,810	298,810	
Employee Benefits	81,972,850	84,811,120	82,288,610	315,760	0.4%
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0	0.0%
Non Departmental Accounts	5,315,000	6,493,720	6,095,000	780,000	14.7%
Reserve for Contingencies	2,800,000	2,800,000	500,000	(2,300,000)	-82.1%
TOTAL NON-DEPARTMENT	95,087,850	99,104,840	94,182,420	(905,430)	-1.0%
GRAND TOTAL	370,434,400	375,594,980	359,392,250	(11,042,150)	-3.0%

Operating Budgets by Fund - Update

Fund	Fund Name	2009 Approved Budget	2010 Approved Budget	2010 Approved Update	Change 2009 to 2010 Update
050	General Fund	370,434,400	375,594,980	359,392,250	(11,042,150)
101	Water Works	113,762,980	118,959,680	114,028,360	265,380
102	Parking Facilities	7,581,250	7,785,250	8,096,430	515,180
103	Convention Center	6,607,170	7,340,810	7,254,810	647,640
104	General Aviation	1,770,520	1,815,220	1,865,270	94,750
105	Municipal Golf	6,397,060	6,571,160	6,376,740	(20,320)
107	Stormwater Management	8,722,900	8,356,670	8,909,940	187,040
151	Bond Retirement	78,050,660	65,905,390	69,338,380	(8,712,280)
301	Street Construction	11,067,180	10,096,380	10,362,800	(704,380)
302	Income Tax-Infrastructure	16,517,920	16,989,760	15,850,050	(667,870)
303	Parking Meter	1,278,700	1,328,770	1,318,050	39,350
304	Community Dev Block Grant	3,583,460	3,678,290	3,394,710	(188,750)
306	Motor Vehicle License Tax	2,820,470	2,898,570	2,691,960	(128,510)
318	Sawyer Point	924,700	944,540	928,060	3,360
323	Recreation Special Activities	3,245,470	3,283,720	3,218,890	(26,580)
395	Health Services	3,482,930	3,575,810	4,622,400	1,139,470
424	Cable Communications	3,108,320	3,120,440	3,119,110	10,790
701	Metropolitan Sewer District	189,770,560	200,910,880	196,753,630	6,983,070
759	Income Tax Transit	47,225,930	47,750,580	41,096,010	(6,129,920)
PRINCIPAL RESTRICTED		$505,918,180	$511,311,920	$499,225,600	($6,692,580)
OTHER RESTRICTED		$21,117,820	$21,664,140	$28,263,640	$7,145,820
RESTRICTED FUNDS TOTAL		$527,036,000	$532,976,060	$527,489,240	$453,240
TOTAL ALL FUNDS		$897,470,400	$908,571,040	$886,881,490	($10,588,910)

Restricted Funds Operating Budget - Update

Fund	Fund Name	2009 Approved Budget	2010 Approved Budget	2010 Approved Change	2010 Approved Update
PRINCIPAL RESTRICTED FUNDS					
101	Water Works	113,762,980	118,959,680	(4,931,320)	114,028,360
102	Parking Facilities	7,581,250	7,785,250	311,180	8,096,430
103	Convention Center	6,607,170	7,340,810	(86,000)	7,254,810
104	General Aviation	1,770,520	1,815,220	50,050	1,865,270
105	Municipal Golf	6,397,060	6,571,160	(194,420)	6,376,740
107	Stormwater Management	8,722,900	8,356,670	553,270	8,909,940
151	Bond Retirement	78,050,660	65,905,390	3,432,990	69,338,380
301	Street Construction	11,067,180	10,096,380	266,420	10,362,800
302	Income Tax-Infrastructure	16,517,920	16,989,760	(1,139,710)	15,850,050
303	Parking Meter	1,278,700	1,328,770	(10,720)	1,318,050
306	Motor Vehicle License Tax	2,820,470	2,898,570	(206,610)	2,691,960
318	Sawyer Point	924,700	944,540	(16,480)	928,060
323	Recreation Special Activities	3,245,470	3,283,720	(64,830)	3,218,890
395	Health Services	3,482,930	3,575,810	1,046,590	4,622,400
424	Cable Communications	3,108,320	3,120,440	(1,330)	3,119,110
701	Metropolitan Sewer District	189,770,560	200,910,880	(4,157,250)	196,753,630
759	Income Tax Transit	47,225,930	47,750,580	(6,654,570)	41,096,010
PRINCIPAL RESTRICTED FUNDS		$502,334,720	$507,633,630	($11,802,740)	$495,830,890
OTHER RESTRICTED FUNDS		$21,117,820	$21,664,140	$6,599,500	$28,263,640
GRAND TOTAL		$523,452,540	$529,297,770	($5,203,240)	$524,094,530

Other Restricted Funds Operating Budget by Fund-Update

Fund	Fund Name	2009 Approved Budget	2010 Approved Budget	2010 Approved Change	2010 Approved Update
317	Urban Dev Property Operations	250,000	257,250	(2,750)	254,500
326	Park Donations/Spec Activities	401,610	406,000	1,910	407,910
327	W.M. Ampt Free Concerts	12,000	12,350	2,650	15,000
328	Groesbeck Endowments	14,000	14,410	590	15,000
330	Park Lodge/Pavilion Deposits	171,310	173,380	58,020	231,400
332	Krohn Conservatory	511,770	521,200	(7,470)	513,730
333	Krohn Conservatory Trustee	20,000	20,580	(580)	20,000
349	Urban Renewal Debt Retiremen	190,790	196,450	(7,730)	188,720
350	Public Health Research	778,590	798,750	601,680	1,400,430
353	Home Health Services	1,738,840	1,779,210	626,460	2,405,670
354	Household Sewage Treatment S			45,290	45,290
360	Blue Ash Property Operation	76,440	78,660	(1,350)	77,310
363	Solid Waste Disposal Control	151,670	155,180	(12,510)	142,670
364	911 Cell Phone Fees	0	0	1,348,840	1,348,840
367	Criminal Actv Forfeiture Fed	60,820	62,580	552,180	614,760
369	Criminal Activities Forfeiture	641,810	652,590	(219,440)	433,150
370	Drug Offender Fines Forfeiture	93,740	96,460	125,330	221,790
372	DUI Enforcement	28,020	28,830	(27,540)	1,290
378	Sexually Transmitted Diseases	770,860	792,970	84,110	877,080
379	STD/HIV Prevention Training	312,720	321,870	38,690	360,560
380	Lead Poisoning Control	99,970	102,350	280	102,630
381	Cincinnati Abatement Program	950,890	977,630	136,590	1,114,220
391	Women & Infants Food Grnt Prc	3,205,110	3,291,810	(348,070)	2,943,740
394	State Health Program Income	65,000	66,890	(24,390)	42,500
412	Food Service License Fees	1,015,110	1,039,460	18,770	1,058,230
413	Swimming Pool License Fees	90,150	92,370	(12,540)	79,830
414	Infectious Waste	3,000	3,090	(3,090)	0
415	Immunization Action Plan	404,270	414,910	(28,910)	386,000
418	Federal Health Program Income	1,588,360	1,629,450	59,450	1,688,900
420	Public Employee Assistance	516,020	525,150	(52,960)	472,190
425	Heart Health-Hamilton County	102,380	105,390	(23,920)	81,470
446	Health Network	336,260	344,410	124,310	468,720
448	Health Care for the Homeless	219,950	225,070	(24,260)	200,810
449	Cinti Area Geographic Info Sys	3,770,710	3,881,220	(343,650)	3,537,570
457	Clear			3,996,660	3,996,660

Other Restricted Funds Operating Budget by Fund-Update

Fund	Fund Name	2009 Approved Budget	2010 Approved Budget	2010 Approved Change	2010 Approved Update
631	Buildings Code Sales	0	0	15,000	15,000
636	Flexible Benefit Program	54,600	56,240	(56,240)	0
792	Forestry Assessments	1,925,360	1,978,810	(30,730)	1,948,080
793	Blem Assessment	545,690	561,170	(9,180)	551,990
TOTAL		$21,117,820	$21,664,140	$6,599,500	$28,263,640

All Funds Operating Budget Summary - Update

Agency/Account	2009 Approved Budget	2010 Approved Budget	2010 Approved Update	Change 2009 to 2010 Update	Change 2009 to 2010 Update
City Council	1,453,560	1,384,430	1,463,010	9,450	0.7%
Office of the Mayor	468,560	446,990	469,850	1,290	0.3%
Clerk of Council	662,180	648,930	566,530	(95,650)	-14.4%
City Manager	7,254,190	8,005,600	7,390,310	136,120	1.9%
Citizen Complaint & Int. Audit	468,870	459,590	781,890	313,020	66.8%
Community Development	7,487,010	7,375,960	6,584,130	(902,880)	-12.1%
Duke Energy Center	6,307,170	7,040,810	6,899,060	591,890	9.4%
Parking Facilities	6,327,910	6,495,070	6,801,950	474,040	7.5%
Finance	8,149,470	8,108,320	7,370,090	(779,380)	-9.6%
Fire	73,445,460	72,549,460	68,050,350	(5,395,110)	-7.3%
Health	31,831,580	31,702,840	32,656,030	824,450	2.6%
Human Resources	1,936,910	1,906,310	1,729,630	(207,280)	-10.7%
Law	4,788,190	4,710,470	4,455,500	(332,690)	-6.9%
Parks	9,647,130	9,619,930	9,659,610	12,480	0.1%
Planning & Buildings	5,053,910	4,864,310	4,640,670	(413,240)	-8.2%
Police	103,617,720	107,682,510	106,016,090	2,398,370	2.3%
Public Services	36,191,370	34,475,670	34,431,100	(1,760,270)	-4.9%
Recreation	25,653,000	25,429,770	24,646,540	(1,006,460)	-3.9%
Regional Computer Center	10,841,980	10,892,080	14,319,170	3,477,190	32.1%
Sewers	107,399,050	109,582,470	105,941,800	(1,457,250)	-1.4%
SORTA	46,491,440	46,994,730	40,391,660	(6,099,780)	-13.1%
Transportation and Eng.	10,393,350	10,511,050	9,872,360	(520,990)	-5.0%
Water Works	65,752,730	67,759,160	63,195,540	(2,557,190)	-3.9%
TOTAL ALL DEPARTMENTS	$571,622,740	$578,646,460	$558,332,870	($13,289,870)	-2.3%
Debt Service	189,203,050	187,777,710	189,910,580	707,530	0.4%
Employee Benefits	115,488,570	119,576,420	118,503,090	3,014,520	2.6%
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0	0.0%
General Fund Overhead	6,968,910	7,171,010	7,508,850	539,940	7.7%
Non Departmental Accounts	6,037,130	7,249,440	6,776,100	738,970	12.2%
Reserve for Contingencies	3,150,000	3,150,000	850,000	(2,300,000)	-73.0%
TOTAL NON-DEPARTMENTAL	$325,847,660	$329,924,580	$328,548,620	$2,700,960	0.8%
GRAND TOTAL	$897,470,400	$908,571,040	$886,881,490	($10,588,910)	-1.2%

All Funds Capital Budget - Update

Agency/Account	2010 Approved Budget	2010 Update Change	2010 Approved Update
GENERAL CAPITAL	$63,486,000	($408,700)	$63,077,300
RESTRICTED CAPITAL FUNDS			
Parking Facilities	450,000	0	450,000
Convention Center	536,800	329,200	866,000
General Aviation	535,700	0	535,700
Stormwater Management	1,250,000	1,985,000	3,235,000
Telecommunications Services	30,000	400,000	430,000
Cable Communications	150,000	100,000	250,000
Metropolitan Sewer District	137,442,100	(55,300)	137,386,800
Water Works	62,720,000	(5,554,000)	57,166,000
Income Tax Transit	100,000	0	100,000
TOTAL RESTRICTED CAPITAL FUNDS	$203,214,600	($2,795,100)	$200,419,500
SPECIAL REVENUE CAPITAL FUNDS			
Special Housing Permanent Improvement Fund	$577,000	$812,900	$1,389,900
TOTAL SPECIAL REVENUE CAPITAL FUNDS	$577,000	$812,900	$1,389,900
GRANTS AND MATCHING FUNDS			
State-Federal-County			
Roads & Bridges	$1,494,560	$0	$1,494,560
Federal Aviation Administration	150,000	0	150,000
TOTAL GRANTS AND MATCHING FUNDS	$1,644,560	$0	$1,644,560
TOTAL ALL FUNDS	**$268,922,160**	**($2,390,900)**	**$266,531,260**

Consolidated Plan Budget - Update

Agency/Account	2010 Approved Budget	2010 Update Change	2010 Approved Update
CONSOLIDATED PLAN			
Community Development Block Grant (CDBG) Projects	$11,607,730	($266,028)	$11,341,702
CDBG Planning and Administration	3,048,220	(177,690)	2,870,530
CDBG Debt Service	530,490	0	530,490
HOME	4,062,670	376,282	4,438,952
Emergency Shelter Grants (ESG)	560,000	24,238	584,238
HOPWA	550,000	79,147	629,147
TOTAL CONSOLIDATED PLAN	$20,359,110	$35,949	$20,395,059

Approved Staffing Plan - Update

	General Fund			Other Funds			All Funds		
	2008	2009	2010	2008	2009	2010	2008	2009	2010
City Council	27.00	27.00	27.00				27.00	27.00	27.00
Office of the Mayor	8.00	8.00	8.00				8.00	8.00	8.00
Clerk of Council	7.00	7.00	7.00				7.00	7.00	7.00
City Manager	33.00	37.00	37.00	7.00	10.00	10.00	40.00	47.00	47.00
Citizen Complaint & Int. Audit	8.00	7.10	11.10				8.00	7.10	11.10
Community Development	47.00	52.00	52.50	21.00	21.00	19.00	68.00	73.00	71.50
Duke Energy Center									
Parking Facilities				55.00	54.00	53.50	55.00	54.00	53.50
Finance	87.75	85.25	76.75	47.00	43.00	46.00	134.75	128.25	122.75
Fire	890.00	888.00	868.00				890.00	888.00	868.00
Health	301.80	301.70	272.90	182.20	179.00	185.20	484.00	480.70	458.10
Human Resources	23.10	25.10	22.10	3.00	3.00	3.00	26.10	28.10	25.10
Law	65.20	70.20	63.20	9.00	9.00	8.00	74.20	79.20	71.20
Parks	92.30	87.30	95.30	66.40	72.40	62.40	158.70	159.70	157.70
Planning & Buildings	71.00	71.00	65.00	6.00	6.00	6.00	77.00	77.00	71.00
Police	1,430.50	1,429.50	1,428.00				1,430.50	1,429.50	1,428.00
Public Services	237.00	211.00	191.50	334.75	334.75	299.00	571.75	545.75	490.50
Recreation	326.55	324.55	267.41	107.70	107.70	105.90	434.25	432.25	373.31
Regional Computer Center	1.00	1.00	28.00	111.00	113.00	73.00	112.00	114.00	101.00
Sewers				730.00	750.00	750.00	730.00	750.00	750.00
Transportation and Eng.	79.00	80.00	73.00	106.00	106.00	103.00	185.00	186.00	176.00
Water Works				629.81	625.81	617.32	629.81	625.81	617.32
TOTAL	3,735.20	3,712.70	3,593.76	2,415.86	2,434.66	2,341.32	6,151.06	6,147.36	5,935.08
Police Sworn	1,135.00	1,135.00	1,133.00				1,135.00	1,135.00	1,133.00
Fire Sworn	841.00	841.00	841.00				841.00	841.00	841.00
Non-Sworn	1,759.20	1,736.70	1,619.76	2,415.86	2,434.66	2,341.32	4,175.06	4,171.36	3,961.08

Approved Staffing Plan - Update Changes

	General Fund			Other Funds			All Funds		
	2009 Approved	2010 Update	Approved Change	2009 Approved	2010 Update	Approved Change	2009 Approved	2010 Update	Approved Change
City Council	27.00	27.00	0.00				27.00	27.00	0.00
Office of the Mayor	8.00	8.00	0.00				8.00	8.00	0.00
Clerk of Council	7.00	7.00	0.00				7.00	7.00	0.00
City Manager	37.00	37.00	0.00	10.00	10.00	0.00	47.00	47.00	0.00
Citizen Complaint & Int. Audit	7.10	11.10	4.00				7.10	11.10	4.00
Community Development	52.00	52.50	0.50	21.00	19.00	-2.00	73.00	71.50	-1.50
Duke Energy Center									
Parking Facilities				54.00	53.50	-0.50	54.00	53.50	-0.50
Finance	85.25	76.75	-8.50	43.00	46.00	3.00	128.25	122.75	-5.50
Fire	888.00	868.00	-20.00				888.00	868.00	-20.00
Health	301.70	272.90	-28.80	179.00	185.20	6.20	480.70	458.10	-22.60
Human Resources	25.10	22.10	-3.00	3.00	3.00	0.00	28.10	25.10	-3.00
Law	70.20	63.20	-7.00	9.00	8.00	-1.00	79.20	71.20	-8.00
Parks	87.30	95.30	8.00	72.40	62.40	-10.00	159.70	157.70	-2.00
Planning & Buildings	71.00	65.00	-6.00	6.00	6.00	0.00	77.00	71.00	-6.00
Police	1,429.50	1,428.00	-1.50				1,429.50	1,428.00	-1.50
Public Services	211.00	191.50	-19.50	334.75	299.00	-35.75	545.75	490.50	-55.25
Recreation	324.55	267.41	-57.14	107.70	105.90	-1.80	432.25	373.31	-58.94
Regional Computer Center	1.00	28.00	27.00	113.00	73.00	-40.00	114.00	101.00	-13.00
Sewers				750.00	750.00	0.00	750.00	750.00	0.00
Transportation and Eng.	80.00	73.00	-7.00	106.00	103.00	-3.00	186.00	176.00	-10.00
Water Works				625.81	617.32	-8.49	625.81	617.32	-8.49
TOTAL	3,712.70	3,593.76	-118.94	2,434.66	2,341.32	-93.34	6,147.36	5,935.08	-212.28

2010 All Funds Operating Budget Summary - Update by Program

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,025,560	0	2,025,560	27.0	0.0	27.0
Office of the Mayor	Office of the Mayor	639,960	0	639,960	8.0	0.0	8.0
Clerk of Council	Clerk of Council	691,100	0	691,100	7.0	0.0	7.0
City Manager	Office of the City Manager	1,255,080	0	1,255,080	8.0	0.0	8.0
	Economic Development Division	469,560	354,000	823,560	7.0	0.0	7.0
	Office of Communications	0	809,900	809,900	0.0	6.0	6.0
	CIRV Administration	861,590	0	861,590	0.0	0.0	0.0
	Office of Contract Compliance	323,160	230,840	554,000	4.0	2.0	6.0
	Office of Budget and Evaluation	967,580	385,640	1,353,220	14.0	0.0	14.0
	Office of Environmental Quality	2,955,150	215,740	3,170,890	4.0	2.0	6.0
Citizen Complaint & Int. Audit	Administration	299,690	0	299,690	3.1	0.0	3.1
	Investigations, Research, and Evaluation	281,920	0	281,920	3.0	0.0	3.0
	Community Relations	5,960	0	5,960	0.0	0.0	0.0
	Internal Audit	454,550	28,900	483,450	5.0	0.0	5.0
Community Development	Community Development Operations	1,168,540	523,650	1,692,190	5.0	6.0	11.0
	Housing Development	519,410	313,950	833,360	3.0	11.0	14.0
	Business Development	273,820	149,640	423,460	8.0	2.0	10.0
	Operations - Human Services	2,859,820	102,440	2,962,260	3.0	0.0	3.0
	Property Maintenance Code Enforcement	1,581,820	0	1,581,820	33.5	0.0	33.5
ES: Convention Center	Duke Energy Convention Center	0	6,954,810	6,954,810	0.0	0.0	0.0
ES: Parking Facilities	On-Street Parking	0	1,696,510	1,696,510	0.0	24.0	24.0
	Off-Street Parking	0	5,530,360	5,530,360	0.0	25.5	25.5
	Parking Business Services	0	569,250	569,250	0.0	4.0	4.0
Finance	Administration	353,140	0	353,140	3.0	0.0	3.0
	Financial Reporting and Monitoring	929,450	603,070	1,532,520	13.0	5.0	18.0
	Payroll Preparation	215,390	0	215,390	2.0	0.0	2.0
	Debt Management	0	69,338,380	69,338,380	0.0	3.0	3.0
	Cash Management/Banking	297,150	0	297,150	4.0	0.0	4.0
	Delinquent Accounts	94,840	0	94,840	1.0	0.0	1.0

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Finance	Licensing, Adm. Tax & Transient Occupancy Tax	56,080	0	56,080	1.0	0.0	1.0
	Parking Revenue Collections	0	200,310	200,310	0.0	2.0	2.0
	CDBG Loan Program	0	114,080	114,080	0.0	1.0	1.0
	Risk Management	126,610	1,687,100	1,813,710	0.0	15.0	15.0
	Income Tax	3,448,220	0	3,448,220	42.8	0.0	42.8
	Procurement	820,360	182,280	1,002,640	10.0	2.0	12.0
	Printing and Stores	0	3,300,220	3,300,220	0.0	9.0	9.0
	Employee Retirement System	0	0	0	0.0	9.0	9.0
Fire	Response	84,147,190	0	84,147,190	800.0	0.0	800.0
	Human Resources	2,327,120	0	2,327,120	14.0	0.0	14.0
	Support Services	2,132,040	0	2,132,040	17.0	0.0	17.0
	Prevention and Community Education	3,027,410	0	3,027,410	26.0	0.0	26.0
	Financial Management and Planning	1,198,670	0	1,198,670	11.0	0.0	11.0
Health	Health Administration	4,451,840	700,540	5,152,380	40.0	4.0	44.0
	Health Centers	10,379,790	8,352,350	18,732,140	106.9	67.7	174.6
	Home Health Nursing Services & Comm. Nursing	5,993,350	7,547,720	13,541,070	87.0	95.4	182.4
	School & Adolescent Health	2,075,160	1,418,560	3,493,720	31.0	15.1	46.1
	Dental Hygiene	674,430	447,430	1,121,860	8.0	3.0	11.0
Human Resources	Administration	347,900	0	347,900	3.0	0.0	3.0
	Human Resources Information System	302,700	0	302,700	1.0	0.0	1.0
	Civil Service/Testing	591,230	278,730	869,960	11.1	3.0	14.1
	Employee Relations	368,460	0	368,460	4.0	0.0	4.0
	Labor Relations	302,020	0	302,020	2.0	0.0	2.0
	Professional/Staff Development	103,130	0	103,130	1.0	0.0	1.0
Law	General Counsel	274,780	0	274,780	7.0	0.0	7.0
	Administration	487,790	0	487,790	4.0	0.0	4.0
	Prosecution	1,954,650	0	1,954,650	21.0	0.0	21.0
	Economic and Community Development	94,280	487,130	581,410	5.0	2.0	7.0
	Community Prosecution	208,180	0	208,180	3.0	0.0	3.0
	Civil Litigation	1,234,350	0	1,234,350	12.2	0.0	12.2
	Labor and Employment	398,460	0	398,460	3.0	0.0	3.0
	Administrative Hearings	488,420	0	488,420	6.0	0.0	6.0

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Law	Property Management and Real Estate/Relocation	94,850	594,770	689,620	2.0	6.0	8.0
Parks	Customer Service	189,490	172,690	362,180	2.0	0.0	2.0
	Director's Office	243,810	0	243,810	2.0	0.0	2.0
	Facility Maintenance	227,490	0	227,490	6.0	0.0	6.0
	Financial & Business Services	1,252,970	61,450	1,314,420	6.0	1.0	7.0
	Krohn Conservatory	388,390	533,730	922,120	9.5	5.0	14.5
	Nature Education & Centers	388,670	171,640	560,310	11.8	3.3	15.1
	Operations & Facility Management	2,608,530	3,642,080	6,250,610	50.5	44.6	95.0
	Planning & Design	98,150	0	98,150	7.5	0.0	7.5
	Urban Forestry	0	1,948,080	1,948,080	0.0	8.5	8.5
Planning and Buildings	Administration	904,170	50,800	954,970	6.0	0.0	6.0
	Land Use	414,220	328,390	742,610	4.0	4.0	8.0
	Historic Conservation	32,640	196,700	229,340	1.0	2.0	3.0
	Customer Services	818,050	0	818,050	11.0	0.0	11.0
	Plan Examination	784,310	0	784,310	8.0	0.0	8.0
	Building Construction Inspections	2,245,570	58,010	2,303,580	29.0	0.0	29.0
	Elevator Inspection	519,080	0	519,080	6.0	0.0	6.0
Police	Public Safety	119,533,820	1,686,940	121,220,760	1,181.6	0.0	1,181.6
	Community Partnerships	3,791,850	0	3,791,850	40.7	0.0	40.7
	Personnel Development	4,265,920	0	4,265,920	38.9	0.0	38.9
	Resource Management	1,875,220	0	1,875,220	21.9	0.0	21.9
	Technological Advancement	1,789,880	0	1,789,880	14.0	0.0	14.0
	Emergency Communications Center	7,854,170	1,348,840	9,203,010	131.0	0.0	131.0
Public Services	Director's Office	610,650	158,010	768,660	7.0	1.0	8.0
	Traffic Control, Pavement & Structure Maint.	89,980	10,978,710	11,068,690	1.0	157.0	158.0
	Waste Collections	13,350,090	0	13,350,090	141.5	0.0	141.5
	Neighborhood Investment Services	2,788,150	5,375,520	8,163,670	35.0	54.0	89.0
	Property Management	2,469,020	2,861,320	5,330,340	7.0	22.0	29.0
	Fleet Services	0	15,525,020	15,525,020	0.0	65.0	65.0
	Winter Maintenance	2,453,950	527,020	2,980,970	0.0	0.0	0.0
	Energy Management	529,170	0	529,170	0.0	0.0	0.0
Recreation	Aquatics	1,199,190	199,510	1,398,700	28.4	3.0	31.4

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Recreation	Athletics	427,960	415,690	843,650	4.0	1.9	5.9
	Community Center Operations	9,174,360	2,278,420	11,452,780	125.6	82.5	208.1
	Golf	0	6,376,740	6,376,740	0.0	2.0	2.0
	Indoor/Facility Maintenance	1,658,010	542,250	2,200,260	14.0	6.0	20.0
	Outdoor Maintenance	3,325,740	171,980	3,497,720	55.6	1.0	56.6
	Seniors	266,870	67,320	334,190	8.5	1.5	10.0
	Therapeutic Recreation	714,340	50,020	764,360	11.0	0.0	11.0
	Technical Services/Capital Projects	24,080	0	24,080	8.5	0.0	8.5
	Waterfront & Special Events	843,180	928,060	1,771,240	9.0	7.0	16.0
	Youth & Family Services	174,800	35,940	210,740	2.8	1.0	3.8
Regional Computer Center	RCC Administration	1,146,490	342,200	1,488,690	8.0	3.0	11.0
	CTS Operations	2,389,070	1,457,760	3,846,830	5.0	17.0	22.0
	CIT-CO Operations	2,861,450	3,033,590	5,895,040	15.0	14.0	29.0
	CLEAR Operations	0	4,429,340	4,429,340	0.0	21.0	21.0
	CAGIS Consortium Operations	0	4,150,840	4,150,840	0.0	18.0	18.0
Sewers	Office of the Director/Administration	0	20,307,840	20,307,840	0.0	56.0	56.0
	Wastewater Engineering	0	88,317,570	88,317,570	0.0	150.0	150.0
	Information Technology	0	6,048,420	6,048,420	0.0	32.0	32.0
	Wastewater Treatment	0	51,930,850	51,930,850	0.0	276.0	276.0
	Wastewater Collection	0	20,590,380	20,590,380	0.0	166.0	166.0
	Industrial Waste	0	5,694,110	5,694,110	0.0	53.0	53.0
	Water-In-Basement	0	3,627,500	3,627,500	0.0	0.0	0.0
	Stormwater - Admin. & Financial Management	0	998,790	998,790	0.0	3.0	3.0
	Stormwater - Planning/Design	0	346,980	346,980	0.0	1.0	1.0
	Stormwater - Operations & Maintenance	0	3,356,610	3,356,610	0.0	8.0	8.0
	Stormwater - NPDES Compliance	0	663,480	663,480	0.0	4.0	4.0
	Stormwater - Flood Control	0	1,142,280	1,142,280	0.0	1.0	1.0
SORTA	SORTA Operations	0	40,391,660	40,391,660	0.0	0.0	0.0
Transportation and Engineering	Director's Office	545,020	651,820	1,196,840	9.0	7.0	16.0
	Transportation Planning and Urban Design	227,270	368,870	596,140	11.0	6.0	17.0
	Engineering	452,950	2,840,670	3,293,620	52.0	51.0	103.0
	Traffic Engineering	2,215,400	3,183,500	5,398,900	1.0	25.0	26.0

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Transportation and Engineering	General Aviation	0	1,942,580	1,942,580	0.0	14.0	14.0
Water Works	Departmental Support Services	0	47,361,420	47,361,420	0.0	73.0	73.0
	Commercial Services	0	11,994,640	11,994,640	0.0	120.3	120.3
	Water Supply, Treatment and Distribution	0	54,672,330	54,672,330	0.0	424.0	424.0

APPENDIX A

2010 General Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Department: Regional Computer Center			
800 MHz Radios	$1,300,000	$40,000	($1,260,000)
Active Directory / Server Consolidation	$50,000	$0	($50,000)
CAGIS Infrastructure	$98,600	$89,700	($8,900)
Cincinnati Financial System Upgrades	$40,000	$38,900	($1,100)
Communications Master Plan	$234,000	$234,000	$0
Data Infrastructure Security	$133,500	$153,500	$20,000
Electronic Gov't (eGov) Web Enhancement	$288,500	$288,500	$0
Streaming Video Service	$32,000	$32,000	$0
Department Total:	$2,176,600	$876,600	($1,300,000)
Department: City Manager			
Center Hill Gas & Leachate	$105,000	$105,000	$0
Emergency Environmental Cleanup	$20,000	$10,000	($10,000)
Enterprise Budget System		$400,000	$400,000
Metropole Hotel		$0	$0
Parking Garage - 7th & Broadway (P&G)		$0	$0
Queen City Tower - Project Grant		$750,000	$750,000
Regulatory Compl. & Energy Conservation	$50,000	$65,000	$15,000
Retail/Commercial Opportunities	$1,088,400	$703,400	($385,000)
Underground Storage Tanks	$15,000	$10,000	($5,000)
Uptown Commons		$0	$0
Department Total:	$1,278,400	$2,043,400	$765,000
Department: Finance			
AMS-CFS Procurement Software Upgrade	$77,700	$77,700	$0
Electronic Data Workflow Project		$75,000	$75,000
Department Total:	$77,700	$152,700	$75,000
Department: Community Development			
Citirama	$700,000	$0	($700,000)
College Hill Land Bank		$221,000	$221,000
Commercial & Industrial Public Imprvts	$350,000	$400,000	$50,000
Community Development Focus District	$394,800	$475,000	$80,200
Downtown Housing Development	$993,000	$993,000	$0
Hazard Abatement/Demolition Program	$249,000	$178,800	($70,200)
NBD Property Holding		$10,000	$10,000
NBD Public Improvements	$1,000,000	$1,813,000	$813,000
NBD Support Program '07		$62,900	$62,900
Neighborhood Market Rate Housing	$820,000	$701,000	($119,000)
Rockford Place Improvements		$130,600	$130,600
SPUR	$200,000	$200,000	$0
Strategic Housing Initiatives Program	$800,000	$750,000	($50,000)

2010 General Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Department: Community Development			
Tax Incentive/Enterprize Zone/Prop Maint	$100,000	$100,000	$0
TIF Administration		$0	$0
Department Total:	$5,606,800	$6,035,300	$428,500
Department: Planning & Buildings			
Comprehensive Plan for Cincinnati	$250,000	$463,000	$213,000
FEMA Application for Lunken & Riverbank		$36,000	$36,000
I-75/Brent Spence Bridge Studies	$50,000	$50,000	$0
Innovative Transportation Strategies	$200,000	$0	($200,000)
Lunken Airport Industrial Park Expansion		$0	$0
Neighborhood Transportation Strategies	$150,000	$0	($150,000)
Streetcar Development Site Assessment		$0	$0
Department Total:	$650,000	$549,000	($101,000)
Department: Recreation			
Aquatics Facilities Renovation	$3,600,000	$3,600,000	$0
Athletics Facilities Renovation	$517,300	$517,300	$0
Compliance with ADA	$100,000	$100,000	$0
Outdoor Facilities Renovation	$433,400	$433,400	$0
Recreation Facilities Renovation	$1,635,000	$1,635,000	$0
Department Total:	$6,285,700	$6,285,700	$0
Department: Parks			
Cincinnati Riverfront Park	$4,000,000	$4,000,000	$0
Park Infrastructure Rehabilitation	$3,153,000	$3,053,000	($100,000)
Department Total:	$7,153,000	$7,053,000	($100,000)
Department: Fire			
Defibrillator - Replacement	$69,300	$69,300	$0
Exhaust System	$52,500	$52,500	$0
F.E.E. - Thermal Image Devices	$60,000	$60,000	$0
Fire Equipment Enhancements	$240,000	$240,000	$0
Self-Contained Breathing Apparatuses	$2,400,000	$2,400,000	$0
Department Total:	$2,821,800	$2,821,800	$0
Department: Transportation & Eng.			
Bicycle Transportation Program	$110,000	$110,000	$0
Bridge Rehabilitation Program	$1,200,000	$1,115,000	($85,000)
CBD Gateways/Greenways	$150,000	$125,000	($25,000)
CBD Pedestrian & Parking Lot Signage	$27,300	$27,300	$0

2010 General Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Department: Transportation & Eng.			
Central Riverfront Street Grid '09	$250,000	$250,000	$0
Citywide Bicycle Plan Update	$50,000	$50,000	$0
Citywide Develp.Trans Enhancements	$100,000	$100,000	$0
Colerain Ave West Fork/Virginia Impr.	$50,000	$50,000	$0
Colerain Avenue Virginia to Leeper Impr.	$500,000	$500,000	$0
Colerain Corr. Imp. I-74 to Spring Grove	$150,000	$150,000	$0
Columbia Parkway Enhancements	$185,000	$0	($185,000)
Computerized Traffic Signal System	$200,000	$200,000	$0
Convention Center Expansion	$1,000,000	$1,000,000	$0
Curb Ramps - Street Rehab	$425,000	$425,000	$0
Downtown Infrastructure Coordination	$270,000	$270,000	$0
Downtown Public Paver Replacement	$50,000	$50,000	$0
Harrison Avenue Improvements	$200,000	$200,000	$0
Hillside Stairway Rehabilitation Program	$225,000	$225,000	$0
I-71 MLK Interchange '04		$6,300	$6,300
Information Systems Acquisition	$150,000	$150,000	$0
Innovative Transportation Strategies		$100,000	$100,000
LED Traffic and Pedestrian Signals	$450,000	$450,000	$0
ML King/I-71 Interchange '06		$125,000	$125,000
Mt. Washington Traffic Calming		$300,000	$300,000
Neighborhood Gateways	$75,000	$100,000	$25,000
Neighborhood Transportation Strategies		$37,000	$37,000
Ohio River Trail - Downtown to Salem	$100,000	$100,000	$0
OKI Corridor Studies	$400,000	$400,000	$0
Over-the-Rhine Streetscape Improvements	$150,000	$150,000	$0
Pavement Management	$150,000	$150,000	$0
Raised Pavement Markers	$50,000	$50,000	$0
Riverfront Master Plan Coordination	$50,000	$50,000	$0
Safety Improvements	$100,000	$100,000	$0
SCIP Loan Repayment	$215,000	$215,000	$0
Second and Third Street Improvements	$440,000	$440,000	$0
Sidewalk Repair Program	$525,000	$525,000	$0
Skywalk Improvements	$200,000	$200,000	$0
Spot Infrastructure Replacement	$550,000	$550,000	$0
Street Calming Program	$400,000	$100,000	($300,000)
Street Improvements	$800,000	$920,000	$120,000
Street Light Replacement Project	$300,000	$100,000	($200,000)
Street Rehabilitation	$11,035,700	$11,035,700	$0
Traffic Signal Controllers & Detectors	$100,000	$100,000	$0
Traffic Signal Installation & Renovation	$830,000	$830,000	$0
Uptown Access Improvements West MLK Dr.	$200,000	$200,000	$0
Uptown Streetcar Alt. Analysis		$33,300	$33,300
Waldvogel Viaduct Replacement	$3,000,000	$3,000,000	$0
Wall Stab. & Landslide Correction	$725,000	$725,000	$0

2010 General Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Department: Transportation & Eng.			
Department Total:	$26,138,000	$26,089,600	($48,400)
Department: Public Services			
City Facility Modernization '09		$239,400	$239,400
City Facility Renovation and Repairs	$2,200,000	$2,580,300	$380,300
Community Facility Improvements	$600,000	$600,000	$0
Community Facility Improvements '08		$70,000	$70,000
Findlay Market Improvements	$99,800	$99,800	$0
Fleet Replacements	$5,602,100	$4,934,600	($667,500)
Replacement Facilities	$1,947,900	$1,947,900	$0
Sign Replacement	$358,700	$208,700	($150,000)
Solid Waste Automation Program (Carts)		$0	$0
Solid Waste Automation Program (Trucks)		$0	$0
Trash Receptacles	$150,000	$150,000	$0
Department Total:	$10,958,500	$10,830,700	($127,800)
Department: Health			
Facilities Renovation & Repairs	$279,500	$279,500	$0
Health Facilities ADA	$60,000	$60,000	$0
Department Total:	$339,500	$339,500	$0
Fund Total:	$63,486,000	$63,077,300	($408,700)
General Capital Total:	$63,486,000	$63,077,300	($408,700)

2010 Restricted Funds Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Parking Facilities			
Department: ES: Parking Facilities			
Gateway Garage Capital Improvements	$50,000	$50,000	$0
Parking Revenue Control Enhancements	$200,000	$200,000	$0
Structural Maintenance & Repair	$200,000	$200,000	$0
Department Total:	$450,000	$450,000	$0
Fund Total:	$450,000	$450,000	$0
Convention Center			
Department: ES: Convention Center			
Building Equipment	$476,800	$606,000	$129,200
Capital Maintenance		$225,000	$225,000
Furniture, Fixtures, and Equipment	$60,000	$35,000	($25,000)
Department Total:	$536,800	$866,000	$329,200
Fund Total:	$536,800	$866,000	$329,200
General Aviation			
Department: Transportation & Eng.			
Airport Infrastructure Improvements	$140,000	$140,000	$0
FAA/ODOT Local Match	$200,000	$200,000	$0
Facility Improvements	$170,000	$170,000	$0
Noise Monitoring and Abatement	$25,700	$25,700	$0
Department Total:	$535,700	$535,700	$0
Fund Total:	$535,700	$535,700	$0
Stormwater Management			
Department: Sewers			
2632 Mendova Ln Storm Sewer Replacement	$100,000	$100,000	$0
3674 Hillside Ave. Stormwater Intake Imp		$90,000	$90,000
Barrier Dam Facility Repairs	$300,000	$2,300,000	$2,000,000
Glade & Dyer Street Drainage Improvement		$550,000	$550,000
Green Streets		$0	$0
Guerley Rd, Outlet to Sunset Drain. Impr	$750,000	$95,000	($655,000)
Hartwell Community Drainage Improvements	$100,000	$100,000	$0
Department Total:	$1,250,000	$3,235,000	$1,985,000
Fund Total:	$1,250,000	$3,235,000	$1,985,000

2010 Restricted Funds Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Telecommunications Services			
Department: Regional Computer Center			
E-Mail Archiving		$400,000	$400,000
Radio Communications Equipment	$30,000	$30,000	$0
Department Total:	$30,000	$430,000	$400,000
Fund Total:	$30,000	$430,000	$400,000
Cable Communications			
Department: City Manager			
Council Chambers Video Production System	$150,000	$250,000	$100,000
Department Total:	$150,000	$250,000	$100,000
Fund Total:	$150,000	$250,000	$100,000
MSD Capital Improvements			
Department: Sewers			
1852 Columbia Parkway Sewer Separation		$4,400,400	$4,400,400
3934 Winding Way Lateral Realignment	$126,800	$126,800	$0
Ardmore Ave. Sewer Replacement	$825,500	$1,410,200	$584,700
Asset Rehab and Replacement Plan		$250,000	$250,000
Barringtn HLS BLKF GVOLZ/KRK	$2,855,000	$0	($2,855,000)
Bender Rd Aerial Sewer Crossing		$141,000	$141,000
Beverly Hill Drive Sewer Replacement		$119,200	$119,200
Blair Avenue Sewer Replacement		$60,700	$60,700
Bright Alley Sewer Replacement		$389,300	$389,300
Business App. Software and Support		$692,000	$692,000
Carroll Ave. Sewer Replacement	$425,000	$432,000	$7,000
CIP Customer Service 2010	$50,000	$50,000	$0
CIP Project Planning 2010	$1,500,000	$2,000,000	$500,000
Cleneay-Herald Sewer Replacement	$700,100	$700,100	$0
Critical Data Storage System Expansion		$880,000	$880,000
CSO 194 High Point Sewer Separation		$1,210,900	$1,210,900
CSO 195 Westwood Northern Sewer Separ.		$587,100	$587,100
CSO 37 Improvements		$586,100	$586,100
CSO 39 Improvements		$354,100	$354,100
CSO 402 Topinabee Dr. Regulator Imp.	$130,100	$0	($130,100)
CSO 403 Elco St. Diversion Dam Regulator	$130,100	$0	($130,100)
CSO 404 Ivanhoe St. Regulator Imp.	$137,500	$0	($137,500)
CSO 404 Outfall Reconstruction		$132,600	$132,600
CSO 405 Outfall Reconstruction		$132,600	$132,600
CSO 405 Revere St. Regulator Imp.	$137,500	$0	($137,500)
CSO 406 Kennebec St. Regulator Imp.	$144,000	$0	($144,000)
CSO 410 Outfall Reconstruction		$132,600	$132,600

2010 Restricted Funds Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
MSD Capital Improvements			
Department: Sewers			
CSO 411 Outfall Reconstruction		$132,600	$132,600
CSO 470 Eastern Ave Sewer Separation		$269,900	$269,900
CSO 471 Grandin Rd Regulator Improvement		$48,200	$48,200
CSO 525 Mt. Airy Grating Sewer Separ.		$719,100	$719,100
Dellway Ave. Sewer Replacement	$3,389,600	$3,351,600	($38,000)
E. Mitchell Avenue Sewer Replacement		$100,300	$100,300
Edwards Rd. Sewer Replacement	$460,200	$235,000	($225,200)
Emergency Sewer Repair 2010	$5,000,000	$6,000,000	$1,000,000
Fairfax Ave. Sewer Replacement	$272,000	$333,500	$61,500
Fairmount Ave. Sewer Replacement	$484,500	$484,500	$0
Flow Monitoring and Modeling 2010		$2,500,000	$2,500,000
Grovedale Place Sewer Replacement	$62,900	$0	($62,900)
Hamilton County Fairground Redevelopment		$1,000,000	$1,000,000
Harvey Ave-Hickman Ave Sewer Replacement	$2,146,600	$0	($2,146,600)
High Meadows PS Elimination	$532,000	$1,348,700	$816,700
Hildreth Ave. Sewer Replacement	$398,100	$398,100	$0
Hoffner St. Sewer Replacement	$163,800	$163,800	$0
Home Sewer Treatment System Extensions	$1,729,800	$1,729,800	$0
Indef. Delivery/Indef. Quantity 2010	$120,000	$120,000	$0
Indian Creek WWTP Upgrade	$3,623,600	$0	($3,623,600)
Linwood Ave. Sewer Replacement	$661,100	$0	($661,100)
LMWWTP-Four Mile PS Imp.	$1,574,100	$1,574,100	$0
LMWWTP-Sludge Handling Process		$6,836,100	$6,836,100
Lower Mill Creek Partial Remedy		$16,883,200	$16,883,200
Manhole Rehabilitation Program	$1,235,600	$1,235,600	$0
MCWWTP Additional Primary Sludge Pumping	$55,500		($55,500)
MCWWTP Anaerobic Digester Conv	$13,813,800	$0	($13,813,800)
MCWWTP Auxiliary Outfall Improvements	$505,700		($505,700)
MCWWTP Secondary Bypass Weir	$5,900		($5,900)
MillCrkTP Chemically-Enhanced Primary	$1,069,400	$0	($1,069,400)
Misc. Highwy and Comm. Dev.Swr Work 2010		$150,000	$150,000
Moeller Avenue Sewer Replacement		$991,000	$991,000
MSD Sustainable Infrastructure Program	$24,711,800	$15,000,000	($9,711,800)
MSD-Duke Sewer Televising Partnership	$10,000,000	$10,000,000	$0
Muddy Creek WWTP Electrical Upgrades	$3,716,300	$3,716,300	$0
Obsolete Lift Station and Pump Station	$1,024,200	$0	($1,024,200)
Ohio Avenue Sewer Replacement		$70,700	$70,700
Operational Procedure and Documentation		$300,000	$300,000
Park Ave. Sewer Replacement	$172,000	$172,000	$0
Pawnee Dr. Sewer Replacement	$146,700	$146,700	$0
Pleasant Run Central Forcemain Sewer	$3,869,500	$0	($3,869,500)
Polk Run TP Reliability/Service Upgrade	$8,257,900	$0	($8,257,900)
RDI/I Program	$3,707,000	$527,600	($3,179,400)
Reliability Services		$2,538,500	$2,538,500
Risk Mitigation and Succession Planning	$500,000	$500,000	$0

2010 Restricted Funds Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
MSD Capital Improvements			
Department: Sewers			
SCADA System Installs and Upgrades		$6,557,000	$6,557,000
Sewer Relining Program	$7,413,700	$7,413,700	$0
Sharon Industrial Park PS Replacement		$234,200	$234,200
Shasta Place Sewer Replacement	$223,400	$227,600	$4,200
Shotcrete 2010	$500,000	$0	($500,000)
SSO 579 Improvements	$3,034,600	$4,336,600	$1,302,000
Stanhope Ave. Sewer Replacement	$102,600	$104,600	$2,000
Technology Infrastructure Enhancement		$240,000	$240,000
Urgent Capacity Response	$2,471,100	$2,471,100	$0
Value Engineering		$375,000	$375,000
Wasson Road Sewer Replacement		$82,900	$82,900
Wastewater Engineering Building Lease	$1,200,000	$1,200,000	$0
Water in Basement Prevention Program	$5,930,800	$2,750,000	($3,180,800)
Winton Woods Aerial Sewer Replacement	$1,750,000	$1,750,000	$0
WWC Equipment Barn Replacement		$659,800	$659,800
WWIP Development Studies & Reports	$1,235,500	$1,610,500	$375,000
WWIP Management & Support Services	$12,800,000	$12,800,000	$0
WWT Roofing & Paving Rehab/Replacement	$209,200	$209,200	$0
Department Total:	$137,442,100	$137,386,800	($55,300)
Fund Total:	$137,442,100	$137,386,800	($55,300)
Water Works			
Department: Water Works			
Backup Power Generator - Constance	$350,000	$0	($350,000)
Backup Power Generator - Eden Park	$2,000,000	$0	($2,000,000)
Battery, Charger, and DC Panel	$75,000	$75,000	$0
Bolton Comprehensive reliability Eng.		$450,000	$450,000
Bolton Plant Lab Remodel		$100,000	$100,000
Bolton Wellfield Expansion II	$284,000	$284,000	$0
Casting/Street Rehab Projects	$339,000	$339,000	$0
Cathodic Protection Sys - Bolton Plant		$75,000	$75,000
Chemical Bldg East Phase 2 Upgrade		$50,000	$50,000
Cherry Grove Elevated Tank Coating	$170,000	$170,000	$0
Chlorine Application to Clearwell # 2		$63,000	$63,000
CMBP Pilot Plant Filters	$326,000	$326,000	$0
Computers, Servers, and Software	$267,000	$267,000	$0
Contamination Warning System	$161,000	$161,000	$0
Continuous WQ Monitors - Dist. System	$50,000	$50,000	$0
Cooper Road - Kenwood to Montgomery	$1,500,000	$900,000	($600,000)
CPC Chiller Improvements	$280,000	$440,000	$160,000
Crane Equipment Improvements	$150,000	$150,000	$0
Dana Avenue - Victory Parkway to I-71	$1,000,000	$1,000,000	$0

2010 Restricted Funds Capital Budget Update Summary

Water Works

Department: Water Works

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Delhi Water Tank Painting	$250,000	$250,000	$0
Desktop Virtualization		$172,000	$172,000
Duke, Socialville Foster	$1,000,000	$0	($1,000,000)
ECAM Upgrade		$550,000	$550,000
Eden Park Feeder 2 - Parsons Martin	$500,000	$500,000	$0
Electrical Transformers	$85,000	$85,000	$0
Elevator Controls and Safety Upgrades	$150,000	$150,000	$0
Endocrine Disrupter Analysis Equipment	$275,000	$275,000	$0
Enterprise Asset Management System	$2,000,000	$0	($2,000,000)
Filter Water Pump - Miller Plant	$550,000	$550,000	$0
Furnace Air Compressor - Miller Plant	$44,000	$44,000	$0
GCMS With Autosampler	$130,000	$130,000	$0
GCWW Facility Back up		$500,000	$500,000
Greenhills Tank	$884,000	$2,584,000	$1,700,000
Intake Pier Access Bridge Painting	$200,000	$0	($200,000)
Kemper Road Tank	$2,500,000	$500,000	($2,000,000)
Lebanon Wholesale Water Svc. Projects		$1,000,000	$1,000,000
Madison - Observatory to Isabella		$200,000	$200,000
Madison Road - Isabella to Ridge		$115,000	$115,000
Main Station and Tennyson Pumps	$722,000	$1,277,000	$555,000
Misc. Concrete Pavement Replacement	$275,000	$0	($275,000)
Misc. Masonry	$175,000	$0	($175,000)
Montgomery & Kennedy Avenues	$1,100,000	$1,600,000	$500,000
Montgomery/Cooper-Pfeiffer	$2,200,000	$2,200,000	$0
Motor Control Center Equipment	$100,000	$100,000	$0
Mt. Airy Exterior Renovation		$100,000	$100,000
New Water Mains	$1,700,000	$1,500,000	($200,000)
Observatory - Edwards to Paxton	$250,000	$200,000	($50,000)
Paxton/Isabella-Obser.&Madison	$1,640,000	$1,640,000	$0
Pete Rose Way/Eggleston-Broadway	$200,000	$0	($200,000)
Potassium Permanganate Feed System	$400,000	$400,000	$0
Power Conditioner of Analytic Inst.		$100,000	$100,000
Projected Private Developments	$400,000	$350,000	($50,000)
Projected Street Improvements	$6,400,000	$6,400,000	$0
Protective Relay at RS & Mt. Washington		$100,000	$100,000
Raw Water Reservoir Brick Rehabilitation	$500,000	$500,000	$0
Regeneration Furnace Equipment	$60,000	$60,000	$0
Rehabilitate Water Mains	$1,100,000	$1,100,000	$0
Replace Roofs	$865,000	$865,000	$0
Replacement Water Mains	$17,710,000	$18,595,000	$885,000
SCADA Remote Site Communications	$578,000	$254,000	($324,000)
SCADA Water Security		$60,000	$60,000
Secondary Basin Drive - Bolton Plant	$716,000	$716,000	$0
Security Card Reader Upgrade	$104,000	$104,000	$0
Snider and Socialville Foster	$650,000	$650,000	$0

2010 Restricted Funds Capital Budget Update Summary

	2010 Approved Budget	2010 Approved Update	Change - Approved Budget vs. Approved Update
Water Works			
Department: Water Works			
Solar Recording Charts		$196,000	$196,000
Station Valve Equipment	$90,000	$90,000	$0
Subway Tunnel Main Replacement		$221,000	$221,000
Trans Switch Control Switch Upgrade		$60,000	$60,000
Ultraviolet Disinfection - Miller Plant	$8,723,000	$4,723,000	($4,000,000)
Valve Replacement Program	$500,000	$500,000	$0
Wash Water Recovery Pump	$2,000	$0	($2,000)
Well Pumps - Bolton Plant	$40,000	$0	($40,000)
Department Total:	$62,720,000	$57,166,000	($5,554,000)
Fund Total:	$62,720,000	$57,166,000	($5,554,000)
Income Tax Transit			
Department: Transportation & Eng.			
Transit/Rail Corridor Preservation Acq.	$100,000	$100,000	$0
Department Total:	$100,000	$100,000	$0
Fund Total:	$100,000	$100,000	$0
Restricted Capital Total:	$203,214,600	$200,419,500	($2,795,100)

APPENDIX B

Community Development Block Grant (CDBG) by Goal and Objective

	2009 Approved	2010 Approved	2010 Budget Update
Housing Objectives			
Homeownership Housing Development			
Strategic Housing Initiatives Program	$670,000	$770,000	$670,000
Homeowner Rehab Loan Program	$462,000	$462,000	$437,000
Housing Maintenance Services	$1,870,000	$1,870,000	$1,870,000
Emergency Mortgage Assistance	$143,000	$143,000	$143,000
Compliance Assistance Repair for the Elderly (CARE)	$0	$0	$200,000
Property Holding Costs	$100,000	$100,000	$100,000
Section 108/Float Loan Delivery	$5,000	$5,000	$5,000
Homeownership Total	**$3,250,000**	**$3,350,000**	**$3,425,000**
Rental Housing Development			
Rental Rehabilitation Program	$150,000	$150,000	$150,000
Rental Housing Total	**$150,000**	**$150,000**	**$150,000**
Renters Supportive Services			
Tenant Assistance	$26,000	$26,000	$26,000
Code Enforcement Relocation	$134,000	$134,000	$134,000
Tenant Representation	$187,000	$187,000	$187,000
Section 8 Tenant Counseling and Placement	$55,000	$55,000	$55,000
Renters Supportive Services Total	**$402,000**	**$402,000**	**$402,000**
Promote Fair Housing			
Fair Housing Services	$214,500	$214,500	$214,500
Fair Housing Total	**$214,500**	**$214,500**	**$214,500**
TOTAL HOUSING DEVELOPMENT	**$4,016,500**	**$4,116,500**	**$4,191,500**
Other Community Needs			
Economic Development			
Promote Commercial and Industrial Development/Redevelopment			
NBD Improvement Program	$1,000,000	$1,000,000	$237,000
NBD Property Holding Costs	$25,000	$25,000	$25,000
Avondale/Burnet NBD Improvement Project	$0	$0	$813,000
Commercial and Industrial Development Total	**$1,025,000**	**$1,025,000**	**$1,075,000**
Industrial Site Redevelopment/SPUR			
Strategic Program for Urban Redevelopment/GO Cincinnati	$500,000	$500,000	$625,000
Industrial Site Redevelopment/SPUR Total	**$500,000**	**$500,000**	**$625,000**
Promote Business Development Opportunities			
Small Business Services & Technical Assistance	$300,000	$300,000	$300,000
Small Business Loan Fund (CSBLF)	$200,000	$200,000	$200,000
Corporation for Findlay Market (CFFM)	$585,000	$585,000	$585,000
Earned Income Tax Credit Outreach and Financial Literacy	$8,000	$8,000	$8,000
Neighborhood Capacity Building & Technical Assistance	$330,000	$330,000	$330,000
Business Development Opportunities Total	**$1,423,000**	**$1,423,000**	**$1,423,000**

Community Development Block Grant (CDBG) by Goal and Objective

	2009 Approved	2010 Approved	2010 Budget Update
Job Training, Placement Services, and Employment Opportunities			
Blueprint for Success	$500,000	$500,000	$250,000
Youth Employment Programs	$1,050,000	$1,050,000	$1,000,000
Job Training and Placement Total	**$1,550,000**	**$1,550,000**	**$1,250,000**
TOTAL ECONOMIC DEVELOPMENT	**$4,498,000**	**$4,498,000**	**$4,373,000**
Quality of Life			
Slum & Blight Elimination			
Concentrated Code Enforcement	$525,000	$525,000	$575,000
Hazard Abatement Program	$1,169,080	$1,149,550	$1,018,522
Millcreek Greenway Restoration	$100,000	$100,000	$100,000
Lead Hazard Testing Program	$618,680	$618,680	$1,083,680
Slum & Blight Elimination Total	**$2,412,760**	**$2,393,230**	**$2,777,202**
Health Services			
Cincycare Phase One Pilot	$600,000	$600,000	$0
Health Services Total	**$600,000**	**$600,000**	**$0**
Service Facility Improvements			
Human Service Facility Renovations	$100,000	$0	$0
Service Facility Improvements Total	**$100,000**	**$0**	**$0**
TOTAL QUALITY OF LIFE	**$3,112,760**	**$2,993,230**	**$2,777,202**
PROJECTS TOTAL	**$11,627,260**	**$11,607,730**	**$11,341,702**

Community Development Block Grant (CDBG) by Goal and Objective

Planning, Administration & Debt Service	2009 Approved	2010 Approved	2010 Budget Update
Law	$231,890	$231,890	$218,110
Budget & Evaluation	$223,340	$223,340	$221,050
Accounts & Audits	$86,560	$86,560	$84,680
Treasury	$78,420	$78,420	$78,300
Internal Audit	$19,420	$19,420	$19,720
Office of the City Manager/Contract Compliance	$52,770	$52,770	$53,650
Community Development	$816,670	$816,670	$721,840
City Planning	$432,310	$432,310	$395,920
Personnel and Non-Personnel Operating	$1,941,380	$1,941,380	$1,793,270
Employee Benefits	$224,630	$238,862	$252,970
City Pensions	$349,810	$371,158	$346,540
PEAP	$1,750	$1,750	$1,690
Workers' Comp Insurance	$6,440	$20,410	$6,400
State Unemployment Comp.	$560	$560	$560
Audit & Examiner's Fees	$5,600	$5,600	$5,600
Indirect Costs	$463,500	$463,500	$463,500
Special Studies	$59,300	$5,000	$0
Non-departmental Accounts	$1,111,590	$1,106,840	$1,077,260
Section 108 Debt Service	$530,490	$530,490	$530,490
TOTAL PLANNING AND ADMINISTRATION	**$3,583,460**	**$3,578,710**	**$3,401,020**
TOTAL CDBG BUDGET	**$15,210,720**	**$15,186,440**	**$14,742,722**

HOME Investment Partnerships by Goal and Objective

	2009 Approved	2010 Approved	2010 Budget Update
Housing Objectives			
Homeownership Housing Development			
Strategic Housing Initiatives Program	$0	$0	$600,000
Homeowner Rehab Loan Program	$1,200,000	$1,200,000	$0
Tap/Permit Fee Assistance Program (TAP)	$165,000	$165,000	$165,000
Homeownership Total	**$1,365,000**	**$1,365,000**	**$765,000**
Rental Housing Development			
Rental Rehab Program	$1,620,970	$1,620,970	$1,753,357
Rental Housing Total	**$1,620,970**	**$1,620,970**	**$1,753,357**
Homeownership Supportive Services			
Downpayment Initiative	$276,700	$276,700	$276,700
Homeownership Supportive Services Total	**$276,700**	**$276,700**	**$276,700**
Renters Supportive Services			
Tenant Based Rental Assistance (TBRA)*	$0	$0	$0
Renters Supportive Services Total	**$0**	**$0**	**$0**
TOTAL HOUSING DEVELOPMENT	**$3,262,670**	**$3,262,670**	**$2,795,057**
Other Community Needs			
Economic Development			
Promote Business Development Opportunities			
Neighborhood Capacity Building & Technical Assistance	$200,000	$200,000	$200,000
Promote Business Development Opportunities Total	**$200,000**	**$200,000**	**$200,000**
Job Training, Placement Services, and Employment Opportunities			
Blueprint for Success	$200,000	$200,000	$200,000
Job Training and Placement Total	**$200,000**	**$200,000**	**$200,000**
TOTAL ECONOMIC DEVELOPMENT	**$400,000**	**$400,000**	**$400,000**
Homeless Housing			
Homeless Shelters & Transitional Housing Support			
Homeless to Homes - Transitional Housing	$0	$0	$800,000
TOTAL HOMELESS HOUSING	**$0**	**$0**	**$800,000**
Planning, Administration & Debt Service	$400,000	$400,000	$443,895
TOTAL HOME	**$4,062,670**	**$4,062,670**	**$4,438,952**

Emergency Shelter Grant (ESG) by Goal and Objective

	2009 Approved	2010 Approved	2010 Budget Update
Homeless Housing			
Homeless Shelters & Transitional Housing Support			
Bethany House	$64,000	$0	$69,062
Caracole House	$16,500	$0	$0
Cincinnati Center for Respite Care	$21,000	$0	$24,686
Interfaith Hospitality Network	$27,500	$0	$32,000
Lighthouse Youth Crisis Center	$51,500	$0	$55,186
Mercy Franciscan/St. John's OTR Temporary Housing	$32,500	$0	$37,480
Mercy Franciscan/St. John's Anna Louise Inn	$50,500	$0	$58,400
Salvation Army Emergency Shelter	$15,000	$0	$21,000
Shelterhouse/Drop Inn Center	$227,000	$0	$227,000
YWCA Battered Women's Shelter	$26,500	$0	$30,186
Homeless Shelters & Transitional Housing Support Total	**$532,000**	**$0**	**$555,000**
TOTAL HOMELESS HOUSING	**$532,000**	**$0**	**$555,000**
Planning, Administration & Debt Service	$28,000	$0	$29,238
TOTAL ESG	**$560,000**	**$560,000**	**$584,238**

Housing Opportunities for Persons with AIDS (HOPWA) by Goal and Objective

	2009 Approved	2010 Approved	2010 Budget Update
Special Populations Housing			
Operating Support for HIV/AIDS Housing Facilities			
Caracole House	$107,479	$0	$124,132
Operating Support for HIV/AIDS Housing Facilities Total	**$107,479**	**$0**	**$124,132**
Supportive Services for Persons with HIVAIDS			
STOP AIDS Case Management	$141,173	$0	$130,524
Caracole House Shelter Plus Services	$94,521	$0	$112,449
Cincinnati Center for Respite Care	$28,527	$0	$31,866
Northern Ky. Independent Health District	$0	$0	$29,814
Supportive Services for Persons with HIVAIDS Total	**$264,221**	**$0**	**$304,653**
Housing Assistance for Persons with HIV/AIDS			
STOP AIDS Short-Term Housing Assistance	$74,900	$0	$84,915
Northern Ky. Independent Health District	$86,900	$0	$96,300
Housing Assistance for Persons with HIV/AIDS Total	**$161,800**	**$0**	**$181,215**
TOTAL SPECIAL POPULATIONS HOUSING	**$533,500**	**$0**	**$610,000**
Planning, Administration & Debt Service	$16,500	$0	$19,147
TOTAL HOPWA	**$550,000**	**$550,000**	**$629,147**

APPENDIX C

2010 CONSOLIDATED PLAN APPROPRIATIONS

Agency	Project Number		Fund	Project (7600) Appropriation
COMMUNITY DEVELOPMENT BLOCK GRANT APPROPRIATIONS				
I. PROJECT APPROPRIATIONS				
Law Department				
111	01132	Tenant Assistance '10	304	26,000
111	01133	Code Enforcement Relocation '10	304	134,000
				160,000
Finance Department - Division of Income Tax				
136	06200	Earned Income Tax Credit Outreach and Financial Literacy '10	304	8,000
				8,000
Department of Community Development - Administration				
161	03615	Youth Employment Programs '10	304	1,000,000
161	06207	Blueprint for Success '10	304	250,000
				1,250,000
Department of Community Development - Neighborhood Development				
162	01003	Section 8 Tenant Counseling and Placement '10	304	55,000
162	01013	Housing Maintenance Services '10	304	1,870,000
162	01016	Homeowner Rehab Loan and Lead Abatement Grants '10	304	437,000
162	01101	Tenant Representation '10	304	187,000
162	01112	Fair Housing Services '10	304	214,500
162	01113	Emergency Mortgage Assistance '10	304	143,000
162	01242	Neighborhood Capacity Building & Technical Assistance '10	304	330,000
162	01400	Rental Rehabilitation Program '10	304	150,000
162	01430	Strategic Housing Initiatives Program '10	304	670,000
162	01440	Section 108/Float Loan Delivery '10	304	5,000
162	01540	NHC Property Management '10	304	100,000
				4,161,500
Department of Community Development - Business Development				
164	02200	Cincinnati Small Business Loan Fund (CSBLF) '10	304	200,000
164	02209	NBD Property Holding Costs '10	304	25,000
164	02220	NBD Improvement Program '10	304	237,000
164	02221	Avondale/Burnet NBD Improvement Project '10	304	813,000
164	02940	Small Business Services & Technical Assistance '10	304	300,000
164	03681	Strategic Program for Urban Redevelopment '10	304	625,000
				2,200,000
Department of Community Development - Property Maintenance Code Enforcement				
167	01133	Compliance Assistance Repair for the Elderly (CARE) '10	304	200,000
167	01134	Concentrated Code Enforcement '10	304	575,000
167	01136	Hazard Abatement/Barricade Program '10	304	1,018,522
				1,793,522
Parks Department				
203	04500	Millcreek Greenway Restoration '10	304	100,000
				100,000
Department of Public Services				
255	02800	Corporation for Findlay Market (CFFM) '10	304	585,000
				585,000
Department of Public Health - Div of Community Health Services				
263	06400	Lead Hazard Testing Program '10	304	1,083,680
				1,083,680
		TOTAL PROJECT APPROPRIATIONS		11,341,702

2010 CONSOLIDATED PLAN APPROPRIATIONS

Agency	Project Number		Fund	Project (7600) Appropriation
HOME INVESTMENT PARTNERSHPS APPROPRIATIONS - FUND 411				
161	09207	Blueprint for Success '10	411	200,000
162	09000	HOME Admin '10	411	443,895
162	09007	Rental Rehab Program '10	411	1,753,357
162	09010	Strategic Housing Initiatives Program '10	411	600,000
162	09030	Tap/Permit Fee Assistance Program (TAP) '10	411	165,000
162	09100	Neighborhood Capacity Building & Technical Assistance '10	411	200,000
162	09500	Downpayment Initiative '10	411	276,700
162	09600	Homeless to Homes - Transitional Housing '10	411	800,000
		TOTAL 2010 HOME PROJECT APPROPRIATIONS		4,438,952

2010 CONSOLIDATED PLAN PROJECT APPROPRIATIONS

Agency	Project Number	Project Title	Fund	Project (7600) Appropriation
EMERGENCY SHELTER GRANT - FUND 445				
162	05002	Bethany House '10	445	69,062
162	05010	Center for Respite Care, Inc. '10	445	24,686
162	05012	Interfaith Hospitality Network '10	445	32,000
162	05006	Lighthouse Youth Services Shelter '10	445	55,186
162	05005	Mercy Franciscan/St. John's Temporary Shelter '10	445	37,480
162	05011	Mercy Franciscan/St. John's Expanded Temp Housing '10	445	58,400
162	05019	Salvation Army Emergency Shelter '10	445	21,000
162	05004	Shelterhouse/Drop Inn Center '10	445	227,000
162	05003	YWCA Battered Women's Shelter '10	445	30,186
162	05009	ESG Admin Costs '10	445	29,238
		TOTAL 2010 ESG PROJECT APPROPRIATIONS		584,238

2010 CONSOLIDATED PLAN APPROPRIATIONS

Agency	Project Number		Fund	Project (7600) Appropriation
HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS - FUND 465				
162	07003	Northern Ky. Independent Health District '10	465	126,114
162	07004	HOPWA Admin Costs '10	465	19,147
162	07005	STOP AIDS '10	465	215,439
162	07006	Caracole House '10	465	236,581
162	07008	Center for Respite Care, Inc. '10	465	31,866
		Total 2010 HOPWA Project Appropriations		629,147

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 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 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 City property taxes total 9.82 mills per $1,000 of assessed value. Property tax is subdivided into two components: 4.46 mills for General Fund operating purposes, and 5.36 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. The City's long-standing policy has been to maintain a tax millage of 5.36 mills for debt service requirements.

  - 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 Aa1 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 personnel service, non-personnel service, capital outlay, and debt service. The City Council must approve revisions of or transfers between expenditure classifications.

- 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.

Working Capital Reserve and General Fund Balance

The Government Finance Officers Association (GFOA) "recommends, *at a minimum*, that general-purpose governments, regardless of size, maintain unreserved fund balance in their General Fund of no less than 5 to 15 percent of regular General Fund revenues, or of no less than one to two months of regular General Fund operating expenditures." The City's stated minimum standard reserve is 10% of General Fund revenues.

The City includes three components as part of the emergency reserve amount – the General Fund carryover balance, the emergency reserve account, and the Working Capital Reserve account. The Mayor and City Council created the Working Capital Reserve in 1984 as a reserve against emergency and catastrophic needs. The reserve balance at the end of 2009 was $34.5 million (composed of $26.0 million in the Working Capital Reserve account, $0.9 million in the emergency reserve account, and $7.6 million in carryover fund balance) and represented 10% of actual 2009 General Fund revenues, a decrease of $0.8 million from 2008.

For 2010, the reserve balance is estimated to be $23.9 million (composed of $19.5 million in the Working Capital Reserve account, $2.4 million in the emergency reserve account, and the estimated $2.0 million in carryover fund balance based on the original 2010 budget appropriation), or 7% of 2010 General Fund revenues, which is below the City's recommended target of 10%.

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 will also be included in the forecast.

- 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.

- 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.

- At the beginning of budget development, targets are established for Operating Budget expenditures that reflect adjustments for program changes, increases in salaries and wages, and inflationary increases in non-personnel 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 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

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.

2009 Performance Results and 2010 Performance Targets

The following "2009 Performance Results and 2010 Performance Targets" report presents the programs within the City's departments with the corresponding goals, objectives, and performance measures. Program goals express what the program will achieve in the community and objectives define the steps necessary to implement the program goals. Performance measures are indicators of program accomplishments and provide quantifiable outcomes for the goals and objectives.

Budget reductions in 2009, especially in departments primarily supported with General Fund resources, have occasionally impacted a department's ability to achieve performance measure targets. The target results in this report indicate the effect of budget reductions when appropriate. As resources decline and the City's constrained reality continues, adjustments to many program goals and performance targets are expected.

CITY MANAGER

2009 Performance Results and 2010 Performance Targets

Program: Office of Communications

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.

Objective: Resolve complaints received against Time Warner Cable. Review and make recommendations about basic cable rates.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of complaints received against Time Warner Cable that are resolved.	95%	95%	95%	95%

Target Results: The 2009 target was achieved.

Objective: Improve departmental participation in the electronic communications resource center for City departments and agencies.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in agency participation.	10%	10%	10%	10%

Target Results: The 2009 target was achieved.

Program: Office of Contract Compliance

Goal: Ensure proper compliance to City contracts.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of four Outreach Activities to SBE vendors completed.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	95%	95%	95%	95%

Target Results: The 2009 target was achieved.

CITY MANAGER

2009 Performance Results and 2010 Performance Targets

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of vendor payroll reports submitted to Contract Compliance for examination that were reviewed.	90%	90%	90%	90%

Target Results: The 2009 target was achieved.

Program: Office of Budget and Evaluation

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of "Outstanding" ratings received from GFOA.	N/A	17%	-1.2%	N/A
Percentage decrease in the number of "Does Not Satisfy" ratings received from GFOA.	N/A	11%	2.5%	N/A

Target Results: The overall performance objective was achieved through the attainment of the Distinguished Budget Presentation Award from the GFOA for the Approved 2009/2010 Biennial Budget presentation. In contrast, the targets for the individual units of measures were not achieved. Though many improvements were made to the budget document, these changes did not receive the kind of recognition that was anticipated. With this experience, the Office of Budget and Evaluation has a better understanding of the level of effort needed to see improvements in the reviewers' ratings.

Program: Office of Environmental Quality

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.

Objective: Promote environmental regulatory compliance throughout the City.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	N/A	50%	18%	50%
Percentage of recommendations from audits implemented within six months.	N/A	50%	48%	75%

Target Results: 1. The 2009 target was not achieved. Staff for environmental compliance audits was hired in June 2009 and thus only had seven months to complete audits in 2009. Audits are now proceeding at a pace that will reach all City facilities on a 2 year cycle. 2. Only 4 audits were completed early enough in 2009 to determine a correction rate over 6 months. Approximately 50% of the recommendations from those 4 audits have been implemented.

CITY MANAGER

2009 Performance Results and 2010 Performance Targets

Objective: Promote recycling throughout the City.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the amount of recyclable material collected as a result of the internal recycling program.	N/A	2%	-4%	2%

Target Results: The 2009 target was not achieved. In late 2007 there were a large number of retirements. As a result, in early 2008 as office space was reallocated, and files purged there was a peak in the amount of material recycled in the City's Internal Recycling Program. Compared to 2008, the amount of material recycled declined in 2009; however the 2009 figure actually represents a return to normal levels of recycling.

Objective: Enhance city-wide energy management and climate protection practices.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of buildings in the City that are LEED certified.	100%	20%	110%	20%
Percentage of the Climate Protection Action Plan's recommendations implemented in accordance with the schedule contained therein.	75%	80%	66%	80%

Target Results: 1. The 2009 target was exceeded. The number of LEED certified buildings in Cincinnati has grown dramatically, from 31 at the end of 2008 to 65 at the end of 2009. 2. The 2009 target was not achieved. This is in part due to funding for the Climate Protection Coordinator, who's primary function is to oversee implementation of the Green Cincinnati Plan, being eliminated in August 2009. Grant funding has been secured to fund this position in 2010.

Objective: Provide city-wide environmental outreach and communication.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of individuals receiving the quarterly newsletter each year.	400%	100%	0%	100%

Target Results: The 2009 target was not achieved. Due to a lack of available staff OEQ was unable to focus on building its contact database.

Objective: Enhance city-wide energy management and climate protection practices by developing the City's Energy Management Plan.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Reduce greenhouse gas emissions by City Government by 1% per year (4,322 tons/year).	N/A	1%	1%	1%

Target Results: The 2009 target was achieved. Implementation of the Energy Services Performance Contract and reduction in vehicle fuel usage accounted for a 4,036 ton reduction in the City's emissions of greenhouse gasses. Numerous other projects and enhancements have also contributed to CO2 reductions, but have not been quantified.

CITY MANAGER

2009 Performance Results and 2010 Performance Targets

Program: Economic Development Division

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

Objective: Promote economic growth in the City of Cincinnati.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	4.7:1	3:1	17.1:1	3:1

Target Results: The 2009 target was exceeded by 14.1. A total of $8,053,735 in City funds leveraged $137,433,502 in private capital.

Objective: Increase employment opportunities in the City of Cincinnati.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 50 citizens/clients who Economic Development provided technical service assistance/issue resolution services to in the last year.	176%	100%	118%	100%

Target Results: The 2009 target was exceeded by 18 percentage points. The results are measurably higher than anticipated as there is only 1 year of historical data. The target was exceeded by utilization of technology through the Constant Contact newsletter and choosecincy.com.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	124%	100%	136%	100%

Target Results: The 2009 target was exceeded by 36 percentage points. The results are measurably higher than anticipated as there is only 1 year of historical data. The target was exceeded by the utilization of technology through the Contract Contract newsletter and choosecincy.com

Objective: Develop retail and commercial opportunities in the central business district.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 25 retailers and/or developers who Economic Development met with at the International Council of Shopping Centers Trade Show and Deal Making conference.	108%	100%	112%	100%

Target Results: The 2009 target was exceeded by 12 percentage points.

CITIZEN COMPLAINT & INT. AUDIT

2009 Performance Results and 2010 Performance Targets

Program: Administration

Goal: To maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.

Objective: To assign all investigations to an investigator within 48 business hours.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of investigations assigned within 48 business hours.	100%	100%	100%	100%

Target Results: The 2009 target was achieved. The support staff processed 348 complaints and forwarded 100% of the case information to complainants and the Cincinnati Police Department within 48 hours of receipt.

Program: Community Relations

Goal: To inform neighborhood councils, local community organizations, and citizens about the services CCA offers and its role within the City organization.

Objective: To increase the amount of Public Relations information that is distributed, which clearly explains how CCA operates and how to access its services.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of increased Public Relations efforts.	15%	15%	15%	15%

Target Results: The 2009 target was achieved. The Department of Citizen Complaint & Internal Audit's (CC & IA) newsletter was forwarded quarterly to keep the community, CCA Board, and City Administration informed and up-to-date on the activities of the agency. CC & IA also supports the Cincinnati International Leadership Program by providing presentations on oversight and conflict resolutions.

Program: Internal Audit

Goal: To identify and recommend management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.

Objective: To perform operational audits and make well thought out recommendations that add value to the City organization.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of audit recommendations substantially agreed to by departments.	95%	90%	90%	90%

Target Results: The 2009 target was achieved.

CITIZEN COMPLAINT & INT. AUDIT

2009 Performance Results and 2010 Performance Targets

Program: Investigations, Research, and Evaluation

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.

Objective: To complete complainants, officers, and witness interviews, information gathering, and analytical reports on all investigations within 60 days.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of investigations completed within 60 days.	100%	100%	100%	100%

Target Results: The 2009 target was achieved. The agency reviewed 348 complaints in 2009. Of those complaints, 243 were referred to or investigated by the Cincinnati Police Department in accordance with the Citizen Complaint Resolution Process, 93 cases were investigated and completed within 60 days by the Department of Citizen Complaint & Internal Audit, and 12 were classified as criminal or non-jurisdiction complaints.

COMMUNITY DEVELOPMENT

2009 Performance Results and 2010 Performance Targets

Program: Arts Administration Program

Goal: To provide support to Cincinnati's emerging and established artist and arts organizations and increases access to arts experiences for Cincinnati residents.

Objective: Administer the Arts Grants allocation by completing the annual allocation for individual arts grants.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of projects that meet their progress targets for the fiscal year.	80%	80%	100%	N/A

Target Results: The department exceeded the 2009 target, due in part to reduced resources which decreased the number of grants funded in the artist grants program.

Program: Community Development Operations

Goal: Provide leadership and administrative oversight, including budget, fiscal, and human resources support, for the Department of Community Development.

Objective: Increase strategic external partnerships through: 1) better leveraging of existing funds; and 2) expanding opportunities through the sharing of local, regional, and national planning information and best practices.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Ratio of leveraged funds to City funds each year.	5.81:1	5:1	4.82:1	4:1

Target Results: The 2009 results fell short of the 2009 target due in large part to the economy. There were fewer development opportunities presented to the department and those that were required higher levels of City subsidy.

Program: Operations - Human Services

Goal: Collaborate with community stakeholders to improve services provided by non-profits that receive City resources.

Objective: Maximize the effectiveness of agencies supported by Human Services funding by enhanced monitoring through the United Way contract.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	90%	90%	95%	90%

Target Results: The City/United Way contract for Human Services functions was not executed in 2009 due to budgetary reasons, thus the 2009 results were achieved through use of City staff. However, layoffs in 2010 eliminated positions for Human Services functions. Remaining staff will monitor the 2010 United Way contract, which has been executed.

COMMUNITY DEVELOPMENT

2009 Performance Results and 2010 Performance Targets

Program: Housing Development

Goal: Increase sustainable homeownership and the quality of the owner occupied and rental housing stock throughout the City.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	105%	100%	105%	100%

Target Results: The 2009 target was exceeded. A total of 4,765 households were served.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	95%	100%	109%	100%
Percentage of 100 households or housing units assisted through Rental Programs.	62%	100%	62%	100%

Target Results: 1. The 2009 target was exceeded. 2. The 2009 target was not achieved. In 2009, there was a down turn in the economy. Lending institutions tightened credit and underwriting standards, which resulted in tax credit financing not being approved as vigorously as in prior years.

Objective: Provide opportunities for new housing development throughout the City.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 150 new housing units developed by the City.	0%	100%	60%	100%

Target Results: The 2009 target was not achieved because economic conditions were not conducive to development in 2009 especially using HUD funding. As a result the department prioritized execution of existing projects.

Program: Business Development

Goal: Increase economic activity and provide support to business in the City's fifty-two neighborhoods.

Objective: Facilitate the completion of loan products for small businesses. Provide networking opportunities and assistance with marketing to existing small business through non-profit agencies. Provide direct assistance to small and emerging businesses.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 130 businesses assisted.	175%	100%	258%	100%

Target Results: The 2009 target was exceeded. Actual results have been high the last 2 years most likely because of macroeconomic conditions forcing an unprecedented number of small businesses to use the services being offered by our providers. Based upon recent results, it may be best to increase the goal in future years. However these numbers can fluctuate because they represent the aggregate accomplishments of multiple service providers.

COMMUNITY DEVELOPMENT

2009 Performance Results and 2010 Performance Targets

Objective: Implement 5 new neighborhood business district improvement projects, such as streetscapes and other public improvements. Also work with communities to apply and implement minor projects through the Neighborhood Business Support Program.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 5 new Neighborhood Business District projects implemented.	180%	100%	300%	100%

Target Results: The 2009 target was exceeded. 2008 and 2009 saw an unusually high number of small projects approved through the funding round. It is a goal of the Department to move toward allocating the Neighborhood Business District Improvement Program (NBDIP) funds in a more strategic manner, using more of the funding for large projects that can make a bigger economic development impact.

Objective: Identify, purchase, and prepare sites for redevelopment.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 5 acres prepared for development each year.	80%	100%	0%	100%

Target Results: The 2009 target was not achieved. Acres prepared for development fluctuate from year to year due to the complexity, and duration of Strategic Program for Urban Revitalization (SPUR) projects. In addition, the SPUR team's work to attract end users to industrial redevelopment projects was severely hampered in 2009 by the financial crisis. Most of the prospective end users encountered reported an inability to obtain a loan for development.

Program: Property Maintenance Code Enforcement

Goal: Inspect existing residential and commercial buildings to ensure that the buildings are safe, sanitary, and conform to the Property Maintenance and Zoning Codes.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of buildings barricaded within 15 calendar days.	95%	98%	98%	95%

Target Results: The 2009 target was achieved.

Objective: Follow-up on orders issued and escalation of enforcement action using Administrative, Criminal, or Civil remedies, such as conduct of "Show Cause Hearings," fines, and filing of criminal and civil complaints.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage decrease in the average time in calendar days for progressing from inspector's report to either voluntary compliance or the initiation of administrative or judicial action.	N/A	5%	16%	3%

Target Results: The 2009 target was exceeded due to increased staff capacity. This increase in capacity is a direct result of the City's federal Neighborhood Stabilization Grant. This measure will be changed to "Percentage of cases progressing from inspector's report to either voluntary compliance or the initiation of administrative or judicial action within 90 days."

COMMUNITY DEVELOPMENT

2009 Performance Results and 2010 Performance Targets

Objective: Re-inspection of the properties, meetings with the owner and other contact to encourage voluntary compliance with the code.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	43%	40%	36%	40%

Target Results: The 2009 target was not achieved due to difficult economic, housing and financing conditions, which have diminished the ability of inspectors to obtain voluntary compliance.

ES: CONVENTION CENTER

2009 Performance Results and 2010 Performance Targets

Program: Duke Energy Convention Center

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.

Objective: Maintain program self-sufficiency by maintaining a fund balance that is 5% of revenue.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Convention Center Fund balance.	16%	5%	21%	5%

Target Results: The 2009 target was exceeded by 16%.

Objective: Obtain a customer satisfaction rating of 4.5 from a possible 5.0 on post event customer surveys.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	4.47	4.5	4.57	4.5

Target Results: The 2009 target was exceeded by 0.07. The Convention Center received a responsiveness rating of 4.57 based on customer surveys for 2009.

Objective: Reduce the amount of energy used by the Convention Center by 4% each year by implementing the department's Energy Management Plan.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	19%	4%	8.76%	4%

Target Results: The 2009 target was exceeded by 4.76%. The Convention Center adopted its Energy Management Plan in 2008. Actual costs for 2008 for chilled water, gas and electric were $1,136,548. Actual costs for 2009 were $1,036,998 or a reduction of 8.76%.

Objective: Increase community or intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems each year.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	55%	30%	46%	30%

Target Results: The 2009 target was exceeded by 16%.

ES: PARKING FACILITIES

2009 Performance Results and 2010 Performance Targets

Program: Off-Street Parking

Goal: To create aesthetic, safe, and efficiently operated parking facilities that increase utilization to support economic development in the downtown community.

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).

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Turnover ratio.	1.30	1.31	1.27	1.31

Target Results: The 2009 target was not achieved. To achieve this target (1.31), the average number of daily cars parked in 2009 had to equal 6,441. This would have been an increase of 30 cars/day from 2008. However, due to the economic downturn which resulted in less monthly and transient customers, the average decreased by 130 cars/day.

Program: On-Street Parking

Goal: To ensure increased mobility for the motoring public and encourage vehicle turnover that supports retail enterprise in the central and neighborhood business districts.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of repairs completed within 48 hours.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

Program: Parking Business Services

Goal: To provide timely and excellent customer service through proper stewardship of funds and assets managed by the Parking Facilities Division.

Objective: Reduce the length of citizen complaint response time as reported in the customer service response system.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage response to customer service requests within 24 hours.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of special event parking applications processed within 24 hours of receipt.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

FINANCE

2009 Performance Results and 2010 Performance Targets

Program: Administration

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.

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."

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
General Obligation Bond ratings of Aa1/AA+ or better.	Aa1/AA+	Aa1/AA+	Aa1/AA+	Aa1/AA+

Target Results: The 2009 target was achieved.

Objective: To respond effectively to other departments inquires and requests.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of web surveyed respondents who were satisfied or extremely satisfied.	85%	85%	0%	85%

Target Results: The 2009 target was not achieved due to the lack of staff availability to complete the assignment.

Program: Financial Reporting and Monitoring

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review (CAFR).	Received	Received	Received	Receive
Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).	Received	Received	Received	Receive

Target Results: The 2009 target was achieved.

Program: Payroll Preparation

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

Objective: To issue all payroll checks on the established pay dates.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of payroll checks issued on established pay dates.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

FINANCE

2009 Performance Results and 2010 Performance Targets

Program: Cash Management/Banking

Goal: To enhance City revenues by earning investment returns in excess of the U.S. Treasury benchmark and improve operating efficiencies by increased use of electronic payments.

Objective: To increase the number of vendor payments made electronically.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all payments made electronically.	25%	25%	23.44%	25%

Target Results: The initiative to increase the number of vendor payments via ACH was curtailed mid-year in anticipation of establishing a payables rebate program in 2010.

Objective: To earn a return equivalent to or exceeding the moving average return on two-year U.S. Treasury Notes (benchmark).

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	BM +	BM or BM+	BM+	BM or BM+

Target Results: In 2009 the target was exceeded. The actual return on the City's investment exceeded the benchmark by 21 basis points (.21%)

Program: CDBG Loan Program

Goal: To accurately and timely monitor loan and escrow payments of the Community Development Block Grant.

Objective: To review bank reconciliations prepared by loan servicing contractor, update individual loan payment records, and prepare internal loan reports no later than the last day of the month.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of months that work is completed in a timely manner.	75%	92%	95%	92%

Target Results: The 2009 target was achieved.

Program: Debt Management

Goal: To maintain all records related to bonds and notes issued by the City of Cincinnati.

Objective: To ensure that all debt service payments for City notes and bonds are paid on the date that the payment is due.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of debt service payments remitted on time.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

FINANCE

2009 Performance Results and 2010 Performance Targets

Program: Delinquent Accounts

Goal: To improve collections by more promptly referring delinquent accounts to the Law Department or outside collection agencies.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Ratio of past due accounts referred between 120 and 130 days to the total number of past due accounts.	67%	75%	65%	75%

Target Results: The 2009 target was not achieved, but the department continues to strive for improvement.

Program: Licensing, Adm. Tax & Transient Occupancy Tax

Goal: To improve renewal rates for business licensing.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of license applications mailed 30 days prior to license expiration.	99%	98%	99%	98%

Target Results: The 2009 target was achieved.

Program: Parking Revenue Collections

Goal: To ensure parking revenues are collected and receipted securely and accurately and delivered by armored car contractor in a timely manner.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of days deposits are delivered within one day relative to total number of business days.	97%	97%	97%	97%

Target Results: The 2009 target was achieved.

FINANCE

2009 Performance Results and 2010 Performance Targets

Program: Risk Management

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.

Objective: To effectively manage the City's Commercial Insurance Program by renewing insurance polices at the same or lower premiums.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of renewals where premium amount remained the same or was reduced.	100%	50%	90%	50%

Target Results: The 2009 target was exceeded due to the City seeking competitive prices which were made more readily available because of the City's long-term relationship with insurers, the City's low loss history, and the City's insurance brokers.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of employees participating in health and wellness program (an intra-City partnership).	43%	50%	48%	60%

Target Results: The 2009 target was not achieved, but there has been steady progress in the participation levels.

Objective: To effectively manage the City's Workers Compensation Program.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Workers compensation rate per $100 of payroll.	$2.00	$2.00	$1.67	$2.00

Target Results: The 2009 target has been exceeded consistently.

Program: Income Tax

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

Objective: To provide timely and effective customer service.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of incoming calls answered within 30 seconds.	94%	90%	94%	90%
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	96%	85%	96%	85%

Target Results: Both 2009 targets were achieved.

FINANCE

2009 Performance Results and 2010 Performance Targets

Program: Printing and Stores

Goal: To effectively manage the City's printing, mail, and stores operations.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of office supply orders delivered within two business days of the purchase.	N/A	95%	96%	95%

Target Results: The 2009 target was achieved. There were 3,998 orders placed in 2009.

Program: Procurement

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.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of contracts awarded within 90 days from start of bid process.	77%	80%	89%	80%

Target Results: The 2009 target was achieved. Eighty-nine percent of contracts were awarded within 90 days.

FIRE

2009 Performance Results and 2010 Performance Targets

Program: Financial Management and Planning

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

Objective: To increase alternate funding sources for the Fire Department, allowing the department to do more without an increased reliance on the General Fund.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of grants applied for that do not require matching funds.	71%	75%	62%	60%

Target Results: The 2009 target was not achieved. The Fire Department applied for 13 grants in 2009. Out of the 13 grants applied for, eight did not require matching funds and five did require matching funds. In preparation for outlining the 2010 Performance Measure Targets, the Fire Department decreased the projected percentage to align with the actual percentage in 2009.

Program: Human Resources

Goal: To build individual capacity, increase professionalism, and enhance personal skill sets by employing leadership development and team building.

Objective: Maintain a low employee injury rate.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	-16%	-5%	-21%	-18%

Target Results: The 2009 target was exceeded. Injuries continue to decline, from 55 to 43 injuries within a year's time frame. This is a 21% reduction from the previous year. The Fire Department's Human Resources Bureau expects an approximate 18-19% reduction in injuries from 2009 to 2010.

Program: Prevention and Community Education

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

Objective: Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of Fire Prevention Bureau structure inspection goal completed (goal is 1,600).	115%	100%	100%	100%
Percentage of requests met for the education of school children.	90%	100%	100%	100%

Target Results: The 2009 targets were achieved. The 2010 goal for Fire Prevention inspection will be 1,440 inspections. Fire Prevention Personnel are being used in the Operations Division in the Response Program, which will have an impact on the delivery of service in 2010.

FIRE

2009 Performance Results and 2010 Performance Targets

Program: Response

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

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of occurrences where fire response time is five minutes or less.	83%	90%	82%	90%
Percentage of time 14 firefighters are on the scene of initial alarm in less then 9 minutes.	83%	90%	83%	90%

Target Results: The 2009 targets were not achieved. The Cincinnati Fire Department went to a new mobile data and computer aided dispatch (CAD) system and at times companies fail to hit their message buttons, especially for fire runs, because of the high level of excitement during these types of incidents. Many times the dispatcher has to make this a manual action, thereby creating a time delay. The city-wide temporary fire company closures have also contributed to the decreased response time throughout the various neighborhoods.

HEALTH

2009 Performance Results and 2010 Performance Targets

Program: Health Administration

Goal: To assist the Board of Health and staff through providing professional, technical, and administrative support to manage operational and program needs.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customer service complaints responded to within 48 hours of receipt.	N/A	100%	100%	100%

Target Results: The 2009 target was achieved. The Cincinnati Health Department responded to one hundred percent of complaints from residents regarding environmental nuisances including litter, weed, rodents and other environmental complaints within 48 hours in 2009. Reduced staffing levels in 2010 will make it difficult to achieve this performance measure result due to budget reductions, especially during the spring and summer months.

Program: Home Health Nursing Services & Comm. Nursing

Goal: Improve the health of elderly residents and the Cincinnati community by providing home nursing and rehabilitation services, inspections, and maternal care to new mothers and their babies.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in blood lead level screenings.	5.7%	2%	NA	2%

Target Results: The City of Cincinnati Health Department performs hundreds of screening tests each year in conjunction with many partners in the city to increase the number of screenings performed citywide. A citywide approach involving all health care providers to children is needed to achieve the objectives. The Health Department relies on the Ohio Department of Health to compile the annual screening numbers. Actual results for 2009 numbers are not yet available.

Program: Home Health Nursing Services & Comm. Nursing

Goal: Improve the health of elderly residents and the Cincinnati community by providing home nursing and rehabilitation services, inspections, and maternal care to new mothers and their babies.

Objective: Provide home health care services and inspection services to facilities caring for uninsured and underinsured City of Cincinnati residents.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of home health care visits.	8.6%	2%	0%	2%

Target Results: The Home Health Nursing Program serves as the primary safety net for low income and uninsured residents needing skilled nursing care in the home. The target for 2009 was to increase the number of visits performed. Due to vacancies in staff positions during 2009, the 2009 and 2008 visit totals were virtually identical. With the purchase of a new software system and stable staffing levels, the program anticipates increasing the level of home visits in 2010.

HEALTH

2009 Performance Results and 2010 Performance Targets

Program: Health Centers

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the "Excellent" level on the Patient Satisfaction Survey.	72.7%	77%	NA	77%

Target Results: The Health Department utilizes annual Patient Satisfaction Surveys completed during or after a patient's visit as one measure of program performance. The 2009 survey results for Nurses and Medical Assistants was delayed due to the H1N1 immunizations being performed by the Health Department.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of patients satisfied or very satisfied with Dental services according to Health Department Client Satisfaction Survey results.	97%	95%	NA	95%

Target Results: The Health Department utilizes annual Patient Satisfaction Surveys completed during or after a patient's visit as one measure of program performance. The 2009 dental survey results were delayed due to an ongoing collaborative study with Wright State University, Masters of Public Health program.

Program: School & Adolescent Health

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.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of referrals resolved or in process.	93%	93%	92%	93%

Target Results: The 2009 target was not achieved. A prime component of the school program involves identifying children with medical, dental, & vision needs through screenings and then following up to determine if the child was seen by the health care provider. The 2009 Actual was one percent below Target.

HEALTH

2009 Performance Results and 2010 Performance Targets

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of children receiving the recommended immunizations.	95%	95%	95%	95%

Target Results: The 2009 target was achieved. A prime component of the school program involves identifying children that have not received all required immunizations and then working with the family and primary care provider to provide the immunization to the child.

HUMAN RESOURCES

2009 Performance Results and 2010 Performance Targets

Program: Civil Service/Testing

Goal: Work effectively with departments to perform job analyses, determine appropriate skills, develop and administer exams, and develop study guides.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of exams that have been administered within 180 days of request.	75%	75%	75%	75%

Target Results: The 2009 target was achieved.

Objective: Develop current classification specifications on-line with suggested feedback capabilities.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of classification specifications posted online.	0%	25%	0%	25%

Target Results: The 2009 target was not achieved. The department chose not to pursue this objective in 2009. This objective has been deferred to 2010. Progress on this objective has been somewhat impaired by budget reductions.

Program: Employee Relations

Goal: To improve the relationship between employees and management.

Objective: Increase the percentage of employee complaints of discrimination deemed appropriate for investigation by Human Resources to be addressed within 90 days.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of complaints investigated within 90 days.	36%	100%	43.6%	100%

Target Results: The 2009 target was not achieved. The Human Resources Department believes the performance target is much too aggressive. Also, the recent budget reductions have impaired the Human Resources Department's ability to achieve some objectives.

Objective: Increase the percentage of employees satisfied with the complaint resolution process.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of employees satisfied with complaint resolution process.	50%	50%	Not known.	50%

Target Results: The 2009 target was not achieved. The department chose not to pursue this objective in 2009. This objective has been deferred to 2010. Progress on this objective has been somewhat impaired by budget reductions.

HUMAN RESOURCES

2009 Performance Results and 2010 Performance Targets

Program: Human Resources Information System

Goal: To ensure accurate reporting within the Cincinnati Human Resource Information System (CHRIS), monitor departmental compliance with policies and procedures, and provide reports and information as needed.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage decrease in number of CHRIS reporting errors.	N/A	50%	50%	50%

Target Results: The 2009 target was achieved.

Program: Labor Relations

Goal: To improve relationship between labor unions and management.

Objective: Increase the number of grievances resolved prior to Arbitration.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of grievances resolved prior to arbitration.	80%	75%	93%	75%

Target Results: The 2009 target was achieved.

Program: Professional/Staff Development

Goal: Provide effective training and development opportunities for executive, management, mid-management, and union represented employee groups.

Objective: Increase the number of employees rating the training or development opportunity as effective.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of employees that rate the training or development opportunity as effective in an exit survey.	90%	90%	90%	90%

Target Results: The 2009 target was achieved.

Objective: Increase percentage of overall workforce receiving training.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Average number of training events/sessions completed per employee.	3.8	2.5	3.2	2.5

Target Results: The 2009 target was achieved. The Human Resources Department conducted training for a greater number of City staff than was originally anticipated.

HUMAN RESOURCES

2009 Performance Results and 2010 Performance Targets

Objective: Increase percentage of supervisors who attended Effective Supervisory Skill Building who advance to the next intermediate supervisory skill building courses.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of managers attending intermediate supervisory skill building courses.	8%	30%	7.4%	30%

Target Results: The 2009 target was not achieved. The Human Resouces Department believes the language used in this objective is imprecise. The objective as written does not accurately reflect the activity intended to be measured and is not consistent with the department's intended outcome.

LAW

2009 Performance Results and 2010 Performance Targets

Program: Administration

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.

Objective: Distribute annual newsletter, reporting on previous year's accomplishments, to the community and City departments via web site and Community Council mailings with information regarding the Law Department's progress as it relates to community initiatives.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Distribute an annual newsletter by the 1st quarter of each year.	1	1	0	0

Target Results: The 2009 target was not achieved. The Law Department has determined that this objective does not significantly contribute to the advancement of the department's current goals. Therefore, no target has been set for 2010. It is also true that recent non-personnel budget reductions have impaired the Law Department's ability to achieve this objective in 2010.

Program: Administrative Hearings

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all civil code and environmental violations resolved within 90 days of receipt.	80%	70%	70%	60%

Target Results: The 2009 target was achieved. During the 2010 budget process the 2010 target was adjusted to 60 percent due to staffing issues. The Law Department now anticipates that the target will be achieved at 90 percent in 2010.

Program: Civil Litigation

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.

Objective: To efficiently and fairly resolve citizen's claims within 90 days of receipt of the claim.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all claims resolved within 90 days of receipt.	80%	80%	80%	80%

Target Results: The 2009 target was achieved.

LAW

2009 Performance Results and 2010 Performance Targets

Program: Community Prosecution

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.

Objective: Participate in City Manager's "Neighborhood Enhancement Program" initiatives and Council's Vibrant Neighborhood Committee's "Community Walks" to engage community participation in abatement of blighting conditions.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
An on-site neighborhood training program on community participation with blight abatement will be completed in 2010 as necessary.	1	1	1	1

Target Results: The 2009 target was achieved.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of criminal review filings completed by Law within 24 hours after notification by the inspectors from Community Development, Fire and Health.	80%	80%	80%	80%

Target Results: The 2009 target was achieved.

Program: Economic and Community Development

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.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all requests for legal services, from stated departments, completed by the promised due date.	80%	80%	80%	70%

Target Results: The 2009 target was achieved.

LAW

2009 Performance Results and 2010 Performance Targets

Program: General Counsel

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.

Objective: Ensure a clear and transparent City government to all citizens by responding to Public Record requests from the general public, the media and public agencies.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 3 yearly Ohio Public Records Act training sessions conducted for City departments and agencies.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all requests for legal services completed by the promised due date.	80%	80%	80%	70%

Target Results: The 2009 target was achieved.

Objective: Conduct 5 training sessions: including one session on Council Rules and parliamentary procedure with Law, Council and Clerk of Council; 2 presentations to the Citizens' Government Academy or similar agencies to inform about the role of Solicitor's Office or other legal topics.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 5 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..	100%	90%	100%	80%

Target Results: The 2009 target was exceeded. The Law Department conducted all training sessions.

LAW

2009 Performance Results and 2010 Performance Targets

Program: Labor and Employment

Goal: Effectively represent all City departments on charges filed before the Equal Employment Opportunity Commission (EEOC) and the Ohio Civil Rights Commission (OCRC).

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 ORCR filings.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 5 yearly training sessions conducted for City agencies and departments on best employment practices, including employee rights and employee obligations.	100%	60%	600%	50%

Target Results: The 2009 target was exceeded. The demand for training in 2009 was greater than anticipated. With temporary adjustments in staff assignments, the Law Department was able to meet the increased demand for training. The Law Department conducted 30 training sessions.

Program: Property Management and Real Estate/Relocation

Goal: Assist in the provision of decent, safe and sanitary housing for Cincinnati's citizens by providing service to citizens displaced due to building and health code violations, or other emergency situations, through Relocation's Normal Code Program.

Objective: Assist citizens to relocate from blighted property, including properties with health code violations, by ensuring timely financial assistance and referrals to secure housing by referring citizens to landlords, and to property management firms.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of households receiving financial assistance in relocating to decent, safe, and sanitary housing.	0%	6%	0%	1%

Target Results: The 2009 target was not achieved. The Law Department budgeted for the capacity to serve an additional twelve clients in 2009. However, the anticipated increase in demand was not realized. The Law Department provided financial assistance to 205 clients in 2008 and 205 in 2009. There was no increase in demand and therefore no increase in service levels.

Program: Prosecution

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.

Objective: Enhance Police staff awareness of targeted crime reduction strategies.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 30 yearly training sessions conducted for Police and community groups in target crime reductions areas.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

PARKS

2009 Performance Results and 2010 Performance Targets

Program: Director's Office

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of business plan performance targets met annually.	94%	80%	98%	80%

Target Results: The 2009 target was exceeded by 18%. The Park Board achieved a 98% completion rate of all perfromance targets within the 2009 Business Plan.

Program: Operations & Facility Management

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

Objective: Meet the weekly maintenance schedules for litter collection, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of park maintenance according to weekly maintenance schedules.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

Program: Urban Forestry

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

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of City trees inspected and maintained each year.	16.5%	16.5%	16.5%	16.5%

Target Results: The 2009 target was achieved.

PARKS

2009 Performance Results and 2010 Performance Targets

Program: Customer Service

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

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of applications for reservations processed within 10 days of receipt.	95%	95%	95%	95%
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	100%	100%	100%	100%
Percentage of reservation and permit application forms issued within 24 hours of request.	100%	100%	100%	100%

Target Results: The 2009 targets were achieved.

Program: Facility Maintenance

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

Objective: Perform 1,300 maintenance tasks on a yearly basis to Park's infrastructure including buildings, trails, overlooks, playgrounds, sidewalks, and retaining walls.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of the 1,300 maintenance tasks goal completed.	100%	100%	100%	100%

Target Results: The 2009 target was achieved. The Park Board met 100% of the 1,300 maintenance tasks scheduled during 2009.

Program: Financial & Business Services

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

Objective: Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of employees receiving at least 10 hours of training each year.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

PARKS

2009 Performance Results and 2010 Performance Targets

Program: Krohn Conservatory

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

Objective: Sustain high customer satisfaction for the Krohn Conservatory.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	97%	90%	98%	90%

Target Results: The 2009 target was exceeded by 8%. The Park Board met a 98% customer satisfaction for the Krohn Conservatory during 2009.

Program: Nature Education & Centers

Goal: To educate the public on the benefits of parks and greenspaces within our park system and to build awareness of those benefits.

Objective: Sustain high customer satisfaction for Nature Education Programs.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	99%	90%	99%	90%

Target Results: The 2009 target was exceeded by 9%. The Park Board met a 99% customer satisfaction for the Nature Education program during 2009.

Program: Planning & Design

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of the 70 construction, renovation, or replacement projects goal completed.	100%	100%	100%	100%

Target Results: The 2009 target was achieved. The Park Board met 100% of the 70 construction, renovation, and replacement projects scheduled during 2009.

PLANNING AND BUILDINGS

2009 Performance Results and 2010 Performance Targets

Program: Administration

Goal: Ensure that all administrative needs of the Department of Planning and Buildings are met in a smooth and efficient manner.

Objective: Respond to all customer calls within one business day.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percent of customer calls responded to within one business day.	N/A	N/A	95%	90%

Target Results: This is a new performance measure implemented in 2009.

Program: Historic Conservation

Goal: Maintain effectiveness of Historic Preservation functions and the work of the Historic Preservation Board.

Objective: Conduct all historic preservation reviews in a timely manner.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of reviews for Certificates of Appropriateness processed in fifteen days or less.	100%	100%	100%	95%

Target Results: The 2009 target was achieved. Staff reductions may affect performance in 2010.

Program: Land Use

Goal: Ensure that all processes and procedures stated in the Zoning Code for zoning hearings are followed.

Objective: Provide timely disposition of land use casework.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of zone change requests submitted to City Planning Commission in 90 days and percentage of casework completed in 60 days or less.	95%	95%	95%	90%

Target Results: The 2009 target was achieved. Staff reductions may affect performance in 2010.

Objective: To provide timely and effective customer service and to provide an added value through premium customer service whenever possible.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of hearings where a decision is issued within five days of the close of the hearing, when ten days is the standard requirement.	90%	90%	95%	80%

Target Results: The 2009 target was exceeded. Staff reductions may affect performance in 2010.

PLANNING AND BUILDINGS

2009 Performance Results and 2010 Performance Targets

Program: Building Construction 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.

Objective: To respond to all building, plumbing, and mechanical complaints within two business days.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of complaints responded to within two business days.	100%	100%	78%	90%

Target Results: The 2009 target was not achieved. Certain electrical issues are dealt with by an outside contract agency which can result in delays.

Objective: To perform five new construction inspections, per inspector, per day.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of inspectors performing five new construction inspections per day.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

Objective: To respond to all mechanical inspection requests within 48 hours.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of mechanical inspections performed within 48 hours of request.	99%	99%	98%	90%

Target Results: The 2009 target was not achieved. This is primarily due to inspectors now also being responsible for enforcing the Contractor Registration Program in addition to their other duties. The increased workload is likely to continue to affect performance in 2010.

Program: Customer Services

Goal: To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of plans scanned and routed within two days of plan submittal.	63%	98%	75%	75%

Target Results: The 2009 target was not achieved. This is primarily due to staff members performing additional duties previously handled by other programs. The increased work load may continue to affect performance in 2010 as well.

PLANNING AND BUILDINGS

2009 Performance Results and 2010 Performance Targets

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of plans completed within three days for final approval.	81%	70%	70%	65%

Target Results: The 2009 target was achieved. The Customer Service program now administers Contractor Registration in addition to standard work without any added staff. The increased work load may affect 2010 performance.

Program: Elevator Inspection

Goal: Protect the public safety as it relates to lifts, elevators, and escalators.

Objective: Perform plan exam functions and inspections for new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of inspections completed within one day of a request for permits issued for all new elevators, escalators and other assorted equipment.	100%	100%	100%	75%

Target Results: The 2009 target was achieved. Staffing reductions in the Elevator Inspection program have negatively affected inspection productivity. While inspections of new permits were on target in 2009, semi-annual inspections of existing elevators have fallen behind.

Program: Plan Examination

Goal: Enforce state-mandated building codes and standards in order to provide a safer community, encourage economic development, and provide excellent customer-oriented services.

Objective: To maintain a maximum of fifteen working days for completion of all other projects not exceeding $1,000,000 in valuation.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of plan reviews completed in fifteen working days or less.	100%	100%	90%	80%

Target Results: The 2009 target was not achieved. This is primarily due to staff members performing additional duties previously handled by other programs. The increased work load may continue to affect performance in 2010.

Objective: To maintain a maximum of ten working days for completion of residential plans with twenty-one or fewer dwellings.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of plan reviews completed in ten working days or less.	98%	98%	90%	80%

Target Results: The 2009 target was not achieved. This is primarily due to staff members performing additional duties previously handled by other programs. The increased work load may continue to affect performance in 2010.

PLANNING AND BUILDINGS

2009 Performance Results and 2010 Performance Targets

Program: Zoning Plan Review

Goal: Enforce the Cincinnati Zoning Code to protect the fabric of Cincinnati neighborhoods and to foster economic development and neighborhood revitalization.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of zoning requests completed in three business days or less.	100%	100%	80%	80%

Target Results: The 2009 target was not achieved. This is primarily due to the Zoning Plan Review program being eliminated and having its workload assigned to employees in other programs in addition to their standard assignments.

Objective: Complete residential plan review in seven days or less.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of plan reviews completed in seven days or less.	100%	100%	100%	80%

Target Results: The 2009 target was achieved.

POLICE

2009 Performance Results and 2010 Performance Targets

Program: Community Partnerships

Goal: This program is directed at strengthening the community's role in safety and on-going improvement of Police/Community relationships.

Objective: AUGMENT POLICE-COMMUNITY INVOLVEMENT IN PROBLEM SOLVING PROJECTS - Increase citizen participation in public safety by expanding community involvement in Courtwatch, and CPOP programs and increase Police-Citizen communication.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of community problems resolved.	58%	50%	58%	52%

Target Results: The 2009 target was exceeded.

Objective: ENHANCE PUBLIC EDUCATION ON POLICE OPERATIONS - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in Citizen positive feedback forms.	-13%	10%	-9.72	10%

Target Results: The 2009 target was not achieved. Due to the lack of major controversies or issues in 2009, overall citizen feedback decreased. In addition to positive feedback forms declining, citizen complaints were down by almost 5% as well. The department continues to encourage citizen feedback.

Program: Emergency Communications Center

Goal: 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.

Objective: Maintain an effective processing time for emergency fire and medical incoming calls to dispatch.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	74%	90%	74%	90%

Target Results: The 2009 target was not achieved. Some calls are sent back to a Police Department call taker due to all Fire Department calls takers being occupied with other 911 calls, creating an average 8 second increase in processing time. Additional call takers have been hired to address this issue. In addition, a new medical software system (MPD) and phone system, along with the resulting learning curve, may also have contributed to slower processing time.

POLICE

2009 Performance Results and 2010 Performance Targets

Objective: Maintain an effective level of fire protection to all citizens of Cincinnati by quickly processing incoming calls.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of fire requests, from call to dispatch, with processing times of less than 50 seconds.	83%	90%	83%	90%

Target Results: The 2009 target was not achieved. Some calls are sent back to a Police Department call taker due to all Fire Department calls takers being occupied with other 911 calls, creating an average 8 second increase in processing time. Additional call takers have been hired to address this issue. In addition, a new medical software system (MPD) and phone system, along with the resulting learning curve, may also have contributed to slower processing time.

Program: Personnel Development

Goal: The goal of the Personnel Development program is to insure the department's standards for professionalism and efficiency are maintained or expanded.

Objective: INCREASE PROFESSIONAL STANDARD - Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of CALEA professional standards obtained.	100%	100%	100%	100%

Target Results: The 2009 target was achieved. CALEA stands for The Commission on Accreditation for Law Enforcement Agencies, Inc.

Objective: CREATE A MORE EFFICIENT WORK FORCE -Utilize training, cross-training, evaluation, and communication to facilitate organizational changes directed at continued improvement in department efficiency.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of recruits successfully completing probation.	99%	95%	100%	97%

Target Results: The 2009 target was exceeded.

Program: Public Safety

Goal: Make Cincinnati safer by utilizing resources and strategies to reduce traffic violations and congestion, reduce violent crime and vice, apprehend fugitives, and to prevent, protect, and recover from terrorist attacks, natural disasters, and hazardous events.

Objective: IMPROVE PATROL FUNCTION - Utilize personnel, resources, and information analysis to improve the Patrol Function in order to optimize deployment, response time, and traffic safety.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in Auto Accidents.	0%	2%	6.4%	4%

Target Results: The 2009 target was exceeded.

POLICE

2009 Performance Results and 2010 Performance Targets

Objective: REDUCE CRIME - Implement strategies including the formation/continuation of partnerships and emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate in the reduction of overall crime and specifically violent crime.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in violent crime from prior year.	-11.8%	5%	5.94%	5%

Target Results: The 2009 target was exceeded.

Objective: REDUCE ILLEGAL DRUG TRAFFICKING - Utilize new organization structure, partnerships, and techniques to reduce illegal drug trafficking.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction from prior year in calls for service related to drug offenses.	12.2%	2%	11.58%	4%

Target Results: The 2009 target was exceeded. The reduction from 2008 can be primarily attributed to community partnerships. The partnerships allow information sharing that assists in developing "hot spots" that are addressed almost immediately. This, in turn, reduces the need for citizens to call established complaint hotlines.

Objective: REDUCE VICE RELATED OFFENSES - Utilize civil penalties, reverse prostitution stings and liquor license enforcement to reduce vice related offenses and increase neighborhood peace and safety.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in complaints for prostitution from prior year.	39.9%	5%	33%	5%

Target Results: The 2009 target was exceeded. The reduction from 2008 can be attributed to several factors including partnerships with the Off the Streets Program and the community, along with cooperation between the Central Vice Control Section and the districts. This allows a flow of information that assists in developing "hot spots", which are addressed almost immediately. This, in turn, reduces the need for citizens to call established complaint hotlines.

Objective: REDUCE NUMBER OF WANTED FUGITIVES IN COMMUNITY - Establish/continue partnerships to solicit and share information in order to reduce the number of wanted fugitives in the community.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in outstanding felony warrants.	3.8%	2%	N/A	3%

Target Results: The Police Department was unable to obtain this information. The information available does not distinguish between City and County or felony and misdemeanor warrants.

POLICE

2009 Performance Results and 2010 Performance Targets

Program: Resource Management

Goal: The goal of Resource Management is to secure, allocate, and account for the financial and material resources necessary for department operations. This includes strategies to reduce costs and increase funding from outside sources.

Objective: INCREASE ASSETS AND REDUCE COSTS - Increase revenues generated by department activities, decrease department costs and find alternative funding sources.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in total of revenue and outside funding secured.	20%	10%	21.6%	12%

Target Results: The 2009 target was exceeded. This is primarily the result of a very successful grant management program.

Program: Technological Advancement

Goal: The Police Department strives to utilize technology to improve public safety and enhance public service while balancing cost to insure efficiency.

Objective: UTILIZE TECHNOLOGICAL ADVANCES FOR PUBLIC SAFETY - Implement innovative programs utilizing technology to improve public safety such as surveillance cameras, information websites, and cellular identification.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage completion of the Real Time Crime Center Project.	20%	10%	30%	50%

Target Results: The 2009 target was exceeded. The Police Department is progressing with the implementation of the real time crime center project. The installation of cameras in the downtown area and renovations of a facility for camera monitoring both advanced in 2009.

Objective: DEVELOP TECHNOLOGY FOR MORE EFFICIENT DAILY OPERATIONS - Implement solutions for technology issues in daily operations.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of paper process eliminated or replaced with electronic data collection.	9%	10%	10%	10%

Target Results: The 2009 target was achieved.

PUBLIC SERVICES

2009 Performance Results and 2010 Performance Targets

Program: Director's Office

Goal: To promote service excellence through effective administration, structured processes, and improved management systems.

Objective: Achieve a citizens' satisfaction rating of good or better for 75% of the services provided by the department in the next Citizen Attitude Survey through increased service efficiency.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Customer satisfaction rating of "good" or " very good" by 75% or more of citizens surveyed.	N/A	N/A	N/A	N/A

Target Results: Due to limited resources, the Citizen Attitude Survey was not completed in 2009.

Program: Traffic Control, Pavement & Structure Maint.

Goal: To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.

Objective: Repair critical potholes in the pavement within 48 hours.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of critical potholes repaired within 48 hours.	50%	80%	62.30%	50%

Target Results: The 2009 target was not achieved due to high vacancy rates resulting from limited resources. The 2010 target has decreased due to continued limited resources in 2010.

Objective: Promptly correct reported traffic signal outages within 48 hours.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of traffic signal outages made safe within 48 hours.	90%	95%	99%	90%

Target Results: The 2009 target was achieved.

Program: Winter Maintenance

Goal: To promote public safety for travelers of city streets during winter storms.

Objective: To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of all streets passable within 24 hours.	100%	95%	100%	90%
Percentage increase of residents who rate snow and ice removal as "good" or "very good".	N/A	N/A	N/A	N/A

Target Results: The 2009 target for passable streets was achieved. Due to limited resources, the Citizen Attitude Survey was not completed in 2009.

PUBLIC SERVICES

2009 Performance Results and 2010 Performance Targets

Program: Neighborhood Investment Services

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.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
A litter index rating of 2.0 or lower.	1.43	2.0	1.26	2.0

Target Results: The 2009 target was achieved.

Objective: Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	33%	91%	42%	90%

Target Results: The 2009 target was not achieved due to limited resouces. The 2010 target may be difficult to achieve due to continued limited resources.

Objective: Maintain clean right-of-ways, green spaces, streets, gateways, and thoroughfares throughout the community.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage improvement in the litter index rating.	N/A	10%	22%	5%

Target Results: The 2009 target was achieved.

Program: Waste Collections

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.

Objective: Maintain the annual refuse collection and disposal operations cost per account below the national average most recently reported by the ICMA.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
The cost per account for waste collection efforts will be at or below the ICMA national average.	$109.82	$146.61	$152.33	N/A

Target Results: The 2009 target was not achieved due increased expenses for personnel and disposal costs. The 2010 target has not been established due to the ICMA national average not being available.

PUBLIC SERVICES

2009 Performance Results and 2010 Performance Targets

Program: Property Management

Goal: To manage City assets as long term investments in order to achieve service excellence.

Objective: To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers satisfied with CFM's management of their facilities.	90%	90%	90%	90%

Target Results: The 2009 target was achieved. The 2010 target may be difficult to achieve due to limited resources.

Program: Fleet Services

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.

Objective: Reduce the amount of energy used by the Fleet Services Division by 4% each year by implementing the department's Energy Management Plan.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	3.84%	4%	23%	4.5%

Target Results: The 2009 target was exceeded by 19 percentage points. The results are measurably higher than anticipated due to unseasonably warm weather.

Objective: Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of police beat cars available for operation at full capacity.	100%	100%	98%	100%
Percentage of fire fighting equipment available for operation at full capacity.	100%	100%	100%	100%
Percentage of ambulances available for operation at full capacity.	100%	100%	100%	100%
Percentage of solid waste equipment available for operation at full capacity.	100%	100%	91.5%	100%

Target Results: The 2009 target was achieved for fire fighting equipment and ambulances. The 2009 target was not achieved for police beat cars and solid waste equipment due to the lack of spare equipment.

RECREATION

2009 Performance Results and 2010 Performance Targets

Program: Community Center Operations

Goal: Increasing the quality of life by providing both quality and affordable recreation programs for citizens citywide.

Objective: Implement the FISH customer service program to improve staff professionalism and friendliness.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	98%	95%	98%	95%

Target Results: The 2009 target was exceeded.

Objective: To provide both quality and affordable before and after-school care programs for youth and teens citywide.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating after-school programs good to excellent.	98%	90%	97%	90%

Target Results: The 2009 target was exceeded.

Program: Therapeutic Recreation

Goal: These programs provide the individual with the opportunity for self-expression and encourage social interaction.

Objective: To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Program evaluation and percent of participant satisfaction.	93%	90%	90%	90%

Target Results: The 2009 target was achieved.

Program: Community Center Operations

Goal: Increasing the quality of life by providing both quality and affordable recreation programs for citizens citywide.

Objective: To offer quality programs at an affordable price.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of participants who rate good or excellent program value for the money.	97%	90%	96%	90%

Target Results: The 2009 target was exceeded.

RECREATION

2009 Performance Results and 2010 Performance Targets

Program: Youth & Family Services

Goal: Through the Youth & Family Services Division attention is given to the creation and maintenance of leadership and development opportunities for youth.

Objective: To expand participation of teen programming within community center activities and citywide teen social events.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of teen participation over previous year statistics.	-8%	3%	-23.7%	3%

Target Results: The 2009 target was not achieved. Community center hours of operation were reduced due to budget reductions, which impacted the number of program offerings for teens. Teen participants totaled 15,376 for 2009, down from 20,142 in 2008. In order to meet the 2010 budget reductions, the Recreation Department will continue the shortened hours of operation set in 2009. This will impact the ability to meet the established 2010 target.

Program: Seniors

Goal: The Senior Division partners with the Department's community centers to offer excellent senior programs directly in the neighborhoods where participants live.

Objective: To expand senior program opportunities in recreation centers.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating all Senior programs good to excellent.	98%	90%	97%	90%
Percentage increase in the number of Senior programs offered over previous year statistics.	-1.1%	5%	-4.4%	0%

Target Results: The 2009 target for customer satisfaction was exceeded. The target for the second measure was not achieved. Senior programs usually take place in the morning, not during the peak demand hours during the afternoon and evening for most community centers. Hours for centers were shifted to peak demand periods due to budgetary constraints. The 2010 Approved Budget will require the department to continue the shortened hours of operation, impacting the ability to meet the established 2010 target.

Program: Indoor/Facility Maintenance

Goal: The Indoor/Facility Maintenance Division is dedicated to keep all of the Department's facilities operating in a safe and efficient manner.

Objective: To complete work orders related to indoor maintenance in a timely manner.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating facilities good to excellent.	96%	90%	95%	90%

Target Results: The 2009 target was exceeded.

RECREATION

2009 Performance Results and 2010 Performance Targets

Objective: To offer clean, safe and well-maintained facilities for public use.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of completed work orders.	88%	97%	97%	97%

Target Results: The 2009 target was achieved.

Program: Outdoor Maintenance

Goal: The Outdoor Maintenance Division is dedicated to keep all of the Department's grounds and properties cleaned, mowed and safe.

Objective: To complete work orders related to outdoor maintenance in a timely manner.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating outdoor facilities good to excellent.	95%	90%	94%	90%

Target Results: The 2009 target was exceeded.

Program: Golf

Goal: To offer fun and affordable golf course programs for the citizens of Cincinnati.

Objective: To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating golf facilities good to excellent.	96%	90%	92%	90%

Target Results: The 2009 target was exceeded.

Program: Aquatics

Goal: The Aquatics Division provides safe and clean aquatic facilities for the enjoyment of the citizens of Cincinnati.

Objective: To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating facilities good to excellent.	96%	90%	97%	90%

Target Results: The 2009 target was exceeded.

RECREATION

2009 Performance Results and 2010 Performance Targets

Program: Athletics

Goal: The Athletics Division is dedicated to providing customer friendly environments and affordable and diverse activities.

Objective: To offer affordable and quality adult athletic programs for the citizens of Cincinnati as measured by a 2.5% increase in adult registrations.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in adult program registrations.	-34.1%	2.5%	3.3%	2%

Target Results: The 2009 target was exceeded. Adult program registrations totaled 85,340 in 2009, up from 82,577 in 2008.

Objective: To expand the youth athletic program by offering additional youth athletic opportunities.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage increase in the number of youth athletic programs over previous year statistics.	343%	10%	4.3%	2%

Target Results: The 2009 target was not achieved. A total of 291 youth athletic programs were offered in 2009, up from 279 in 2008.

Program: Waterfront & Special Events

Goal: By providing a venue for citizens to enhance their personal health and cultural awareness, we bring residents together to enrich and improve their quality of life.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers rating facilities good to excellent.	98%	90%	97%	90%
Percentage increase in Park attendance over previous year statistics.	-22%	4%	-25.9%	3%

Target Results: The 2009 target for customer satisfaction was exceeded. The target for the second measure was not achieved. Celtic Fest and the Morning Glory Ride events did not take place. Also, three Party at the Point events and one Party in the Park were cancelled due to weather. Park attendance totaled 592,174 in 2009, down from 799,510 in 2008.

Program: Technical Services/Capital Projects

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.

Objective: To complete capital projects within budget and capital program time frame.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of capital projects completed on time and within budget.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

REGIONAL COMPUTER CENTER

2009 Performance Results and 2010 Performance Targets

Program: CAGIS Consortium Operations

Goal: Keep the existing system upgraded to meet the needs of the organization, while providing minimal disruption to existing business operations.

Objective: Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Implement at least ten workflow improvements each year.	13	10	12	9

Target Results: The 2009 target was exceeded. The 2009 City workflows that were implemented and reported on fall into three categories:

Construction Coordination Application Activities: A number of cross-organizational workflow notifications and processes were programmed into the Construction Coordination application and backend database (on behalf of City departments Department of Transportation and Engineering, Greater Cincinnati Water Works, Metropolitan Sewer District and DUKE Energy). This application goes live this spring and is projected to greatly enhance and streamline coordination of activities between the organizations that manage the major infrastructures of the City and County.

Lead Poisoning and Abatement: The CAGIS staff enhanced the City Permits building database to take in data from the Cincinnati Health Department on occurrences of child lead poisoning and link them to the pertinent permit and code enforcement records associated with the specific buildings where the poisoning occurred.

Bedbugs: Created a Customer Service Response System to service requests for Bedbugs (reporting of an incidence or requests for information) which link to work order requests in the City Permits or other City departmental databases in response to the original service requests.

Program: CIT-CO Operations

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.

Objective: Reorganize staffing and duties within the CINSY, ETS, and HAMCO sections into a higher efficiency model, which will result in increased service levels and lower costs.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Amount of savings due to increase in CINSY, ETS, and HAMCO model efficiencies.	$132,260	$50,000	$175,500	$50,000

Target Results: The 2009 target was exceeded through the elimination of an Information Technology Manager position and by temporarily promoting a Computer Systems Analyst to perform Information Technology Assistant Manager duties for the HAMCO function, while still performing his regular duties within the CHRIS section.

REGIONAL COMPUTER CENTER

2009 Performance Results and 2010 Performance Targets

Program: CLEAR Operations

Goal: Provide a system that assists all Hamilton County law enforcement personnel in the safe and successful performance of their duties.

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.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of audits with positive compliance findings.	100%	95%	98%	95%

Target Results: The 2009 target was exceeded. CLEAR staff conducted fifty (50) audits for non-compliance and continue to work with agency personnel to correct deficiencies and bring them into compliance. In addition, National Crime Information Center (NCIC) and the State of Ohio Law Enforcement Automated Database System (LEADS) conducted audits on the Hamilton County Sheriff's Office and the Cincinnati Police Department. The audits identified minor infractions that the agencies corrected. In addition, CLEAR successfully passed an NCIC technical audit. The auditor recommended the development of formal agreements for existing relationships.

Program: CTS Operations

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.

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

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Amount of realized savings per month due to elimination of services that are no longer needed.	$1,492.77	$1,000	$1,327.26	$1,000

Target Results: The 2009 target was exceeded. The Regional Computer Center (RCC) Telecommunications staff monitors billing amounts to customers on a monthly basis. During 2009, the RCC staff notified department contacts any time a wireless bill seemed too high. If the same number seemed high on a periodic basis, telecommunications staff advised the departments if an alternate plan would meet their needs at a lower cost. Regional Computer Center staff also investigated landlines which may no longer be in use in an attempt to save monthly line fees.

REGIONAL COMPUTER CENTER

2009 Performance Results and 2010 Performance Targets

Program: RCC Administration

Goal: To assist the department with increasing productivity and lowering operational costs in the services provided to RCC's clients.

Objective: Implement a new cost billing system that can accommodate changing City and County needs and priorities.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of clients satisfied with the new cost billing system.	90%	91%	95%	100%

Target Results: The 2009 target was exceeded. Details of Information Technology services billing is posted on City Matters three to five days before billing is actually implemented. Billing information includes staff name, date of service, duration, and work performed. Department contacts are advised the preliminary bill has been posted, giving them the opportunity to ask questions about the bill. Errors are corrected before the billing is implemented.

SEWERS

2009 Performance Results and 2010 Performance Targets

Program: Stormwater - Admin. & Financial Management

Goal: Economically maintain, expand, and enhance our processes and facilities to provide quality services.

Objective: Ensure the accuracy of all Stormwater Management Utility billing accounts.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customer billing inquiries investigated and resolved with feedback provided to the customer within five working days.	100%	100%	99%	99%

Target Results: The 2009 actual was slightly below target due to the increased volume and complexity of customer billing inquiries.

Program: Stormwater - Flood Control

Goal: Maintain critical flood control facilities and ensure that flood control levees, walls, gates, valves, and pumps are ready for an emergency.

Objective: Move to proactive maintenance in lieu of reactive maintenance on flood control equipment.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of total proactive maintenance hours compared to total proactive and reactive maintenance hours spent on Barrier Dam work orders.	30%	30%	22.2%	30%

Target Results: The 2009 actual was below target. To address maintenance items that came about as a result of and in preparation for the Federal Emergency Management Agency (FEMA) certification of the floodwall in 2009, many work orders were generated in the corrective maintenance category which is considered reactive work.

Program: Stormwater - NPDES Compliance

Goal: The Stormwater Management Utility will meet and exceed all Federal standards under their National Pollutant Discharge Elimination System (NPDES) Permit and all requirements under the Clean Water Act (goal is 100% of requirement met).

Objective: Comply with NPDES permit requirements of the Illicit Discharge Detection and Elimination Program.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of stormwater outfalls inspected during dry weather annually.	33%	33%	33%	33%

Target Results: The 2009 target was achieved.

SEWERS

2009 Performance Results and 2010 Performance Targets

Program: Stormwater - Operations & Maintenance

Goal: Clean and maintain public stormwater related infrastructure.

Objective: Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of total inlets inspected and cleaned annually.	50%	50%	49%	50%

Target Results: The 2009 actual was slightly below target due to limited staffing from higher employee turnover from contract agencies.

Program: Stormwater - Planning/Design

Goal: Ensure a safe public right-of-way and reduce receiving stream flooding and erosion, and improve water quality of receiving streams.

Objective: Incorporate "green" infrastructure into drainage projects where feasible.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of projects where environmentally friendly (green) strategies were evaluated for solving drainage issues.	88.8%	10%	50%	10%

Target Results: The 2009 target was exceeded.

Program: Wastewater Engineering

Goal: Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.

Objective: Comply with approved and established capital project and program scopes, schedules, and budgets.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of capital improvement construction projects completed on schedule.	87.7%	90%	100%	90%

Target Results: The 2009 target was exceeded. All projects were completed by original milestones or within approved time extensions.

SEWERS

2009 Performance Results and 2010 Performance Targets

Program: Office of the Director/Administration

Goal: Provide excellent internal and external customer service, and human resources development.

Objective: Provide timely service to external customers.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of water-in-basement responses within four hours of request.	97%	95%	97%	95%
Average time in minutes from when a MSD crew arrives at customer property to the time the MSD crew finishes the water-in-basement investigation.	115.00	100.00	56.00	100.00

Target Results: The 2009 targets were exceeded. There is a big improvement in the amount of time spent on customers' properties performing water-in-basement investigations due to process improvements and streamlined customer communications.

Program: Information Technology

Goal: Provide a reliable and secure network environment to improve MSD's business efficiency.

Objective: Provide a highly reliable information technology system infrastructure for managing MSD business.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage availability of critical business systems maintained by the IT division.	99.99%	99.90%	99.99%	99.90%

Target Results: The 2009 target was exceeded.

Program: Wastewater Treatment

Goal: Operate and maintain seven water reclamation facilities (WRFs) and associated pump stations.

Objective: Meet or exceed the regulatory compliance established through National Pollutant Discharge Elimination System (NPDES) permit.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of NPDES reporting data met or performed better than the limits set by Environmental Protection Agency (EPA).	95.58%	99.8%	99.8%	99.8%

Target Results: The 2009 target was achieved.

SEWERS

2009 Performance Results and 2010 Performance Targets

Program: Wastewater Collection

Goal: Operate and maintain 3,100 miles of pipe proactively.

Objective: Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of collection system assets (including a total of 90,000 sewer segments and 90,000 manholes by 12/2009) to which criticality rankings are assigned.	46%	40%	100%	100%

Target Results: The 2009 target was exceeded. MSD had originally envisioned a labor intensive process that would require significant time and resources to complete the criticality scoring for the assets comprising the wastewater collection system. By utilizing a GIS-based computer application developed in conjunction with MSD's IT Division, the task team was able to automate the process of applying the scoring matrix to thousands of assets, thus greatly accelerating the implementation schedule.

Program: Industrial Waste

Goal: Protect MSD assets through industry surveillance, and provide lab analysis support.

Objective: Provide lab analysis support to internal customers.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Average total cost per analysis performed by Division of Industrial Waste (Total laboratory costs include salaries, wages, benefits, chemicals, equipment, and supplies.)	$21.08	$22.00	$21.01	$22.00

Target Results: The 2009 target was exceeded.

Program: Water-In-Basement

Goal: Comply with Consent Decree requirements for response and assistance to Water-In-Basement (WIB) customers.

Objective: Respond with WIB service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Average cost for each water-in-basement cleanup that is the responsibility of MSD.	$2,840	$3,000	$3,034	$3,400

Target Results: The 2009 target was achieved given the rate of inflation.

TRANSPORTATION AND ENGINEERING

2009 Performance Results and 2010 Performance Targets

Program: Director's Office

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.

Objective: Implement the Departmental Business Plan.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of Business Plan Implemented.	76%	80%	84.6%	80%

Target Results: The 2009 target was exceeded.

Program: Transportation Planning and Urban Design

Goal: Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.

Objective: Complete downtown and neighborhood gateway projects that meet the needs of the stakeholders (workgroup participants).

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	85%	80%	90%	80%

Target Results: The 2009 target was exceeded.

Program: Engineering

Goal: Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways.

Objective: Maintain the condition of bridges for which Transportation and Engineering is responsible at a standard consistent with public safety and available funding.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of 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.)	98%	95%	98%	95%

Target Results: The 2009 target was exceeded.

Objective: Maximize the amount of roadway rehabilitated with appropriated resources to meet or exceed the City Council approved goal of rehabiltating 100 lane miles.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of the 100 lane-mile goal completed.	110%	85%	91%	75%

Target Results: The 2009 target was exceeded. Budget reductions in 2010 will likely reduce the results of this program.

TRANSPORTATION AND ENGINEERING

2009 Performance Results and 2010 Performance Targets

Objective: Maintain the condition of all transportation assets (pavement, bridges, and retaining walls) at a standard consistent with public safety, preservation, and available resources.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of transportation assets in good or better condition based on industry standard criteria.	64%	65%	61%	60%

Target Results: The 2009 target was not achieved. This is primarily due to reductions in street rehabilitation funding. Budget reductions in 2010 will likely continue to reduce the results of this program.

Objective: Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of permits issued within three weeks after application date.	89%	90%	95%	80%

Target Results: The 2009 target was exceeded. Budget reductions in 2010 will likely have an adverse impact on the timeframe in which permits are processed.

Program: General Aviation

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 and to enhance the economic opportunities and well being of the City of Cincinnati.

Objective: Operate Lunken Airport as a self sufficient operation.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of annual revenues compared to annual expenditures.	116.2%	100%	121%	100%

Target Results: The 2009 target was exceeded.

Program: Traffic Engineering

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.

Objective: Make prompt and accurate billing record changes to ensure that the City is not over-charged for energy when units are upgraded or removed.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of tickets, representing changes to street lighting, processed within 60 days of change.	95%	90%	100%	90%

Target Results: The 2009 target was exceeded.

WATER WORKS

2009 Performance Results and 2010 Performance Targets

Program: Departmental Support Services

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.

Objective: Promote a safe work environment for GCWW employees by achieving 100% participation in the annual Safety Action Plan.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage completion of safety goals.	100%	100%	93%	100%

Target Results: The 2009 target was not achieved due to a postponement of training on the use of new gas detectors which are on back order and will not be received until 2010. This objective is deferred to 2010.

Objective: Maintain (or upgrade) bond ratings.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Current bond ratings from Standard & Poor's (AA+) and Moody's (Aa1). Each bond rating represents "high quality."	AA+ & Aa1	AA+ &Aa1	AAA & Aa1	AA+ & Aa1

Target Results: The 2009 target was achieved.

Program: Commercial Services

Goal: Provide outstanding customer service and build positive relationships between the public and GCWW.

Objective: To answer 80% of the calls received at the customer assistance center within 35 seconds.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Number of calls answered within 35 seconds divided by the total number of calls.	57%	80%	62%	80%

Target Results: The 2009 target was not achieved. Improvement toward the objective was made during the final quarter of 2009 culminating in a 68% service level in December. The improvement on this objective continues with a 73% service level in January 2010. This objective is critically dependant on staffing and the ability of the department to hire and train managers, supervisors and agents. During the second quarter, a new Contact Center manager was hired and in the final quarter, the Contact Center reached a full complement of Customer Service Representatives.

Objective: Maximize the number of customers satisfied with the way GCWW handles questions or problems.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of customers who have had dealings with GCWW are very satisfied or somewhat satisfied with the way their question or problem was handled.	89%	90%	N/A	90%

Target Results: The 2009 target was not achieved. Since data is collected through a biennial survey, there was no data available for 2009. The survey will be conducted again in 2010.

WATER WORKS

2009 Performance Results and 2010 Performance Targets

Program: Water Supply, Treatment and Distribution

Goal: Optimize our water treatment and distribution system to provide high quality water to all our customers. To protect public health, support and promote economic development, and provide sufficient fire flow.

Objective: Achieve the highest level of regulatory compliance in water quality assurance.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of water quality samples taken from the treatment plants that meet regulatory compliance.	100%	100%	100%	100%

Target Results: The 2009 target was achieved.

Objective: To minimize the amount of time a customer is without water services during maintenance and repair activities.

Performance Measure	2008 Actual	2009 Target	2009 Actual	2010 Target
Average number of hours a customer is without water service during maintenance and repair activities.	3.6 hrs.	<6.0 hrs.	4.1 hrs.	<6.0 hrs

Target Results: The 2009 target was achieved.

May 2010

Revenue and Expenditure Forecast With Demographic and Economic Analyses

Prepared for

The City of Cincinnati

Prepared by the

Economics Center for Education & Research

University of Cincinnati College of Business

Equipping Decision Makers with Sound Economic Analyses

Revenue and Expenditure Forecast
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May 2010

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Forecast Highlights

Revenues

• Forecasts for major General Fund revenues sources indicate varying growth rates and have been influenced considerably by the recession.

• Income taxes, which have accounted for 90 percent of the City's revenue growth over the past four years, are expected to increase in future years at an average annual rate of 1.5 percent between 2010 and 2016. Significant declines in 2009 and 2010 reflect the economic recession.

• In recent years, the City's property tax revenues have remained flat as a matter of City Council policy.

• Local government fund revenues passed down from the state are expected to remain flat for 2010, and then grow irregularly through 2016. The forecast for the estate tax is slightly stronger with modest increases overall in the short term and slower growth in later years, although this revenue category is subject to a higher degree of volatility and uncertainty.

Cost Escalators

• Local inflation, measured as an increase in the Consumer Price Index (CPI) will be 1.79 percent during 2010 and 1.62 percent in 2011. Local inflation is expected to be, on average, a fraction lower than the nation's inflation between 2010 and 2016.

• Local inflation for all items except the medical component of the CPI will be 1.69 percent during 2010 and 1.52 percent in 2011. Health insurance costs are expected to rise by 6 to 7 percent a year in 2010 and 2011.

• Motor fuel costs will rise 21 percent this year. Gas and electric costs are expected to increase by about 0.9 percent in 2010, about 3 percent in 2011 and then experience little to no growth after 2012.

• These price increases will force increases in City expenditures, which increased by 9.4 percent from 2005 to 2010, including a 2.7 percent decline in between 2008 and 2009. While changes in expenditure categories varied, this rate of growth is in line with overall inflation: the CPI for the Cincinnati metro area increased by about 13.7 percent between 2004 and 2009.

Economic Trends

• Following real GDP decline of 2.5 percent in 2009 and growth of 2.5 percent in 2010, future economic expansion will be characterized by an average annual GDP growth rate of 3.1 percent in 2012 through 2016. Personal income is expected to grow slightly faster. The current low interest rates are expected to remain stable in 2010. The Fed Funds Rate is expected to increase more strongly through 2016. The 10-year Treasury Bill rate is expected to remain between 4 and 5.5 percent through 2016.

• The unemployment rate for the City of Cincinnati is expected to increase to levels between 14 and 15 percent during 2010 and 2011, once again widening the gap between the City and other areas. While declines in unemployment are projected beginning in 2011, the City is not expected to reach pre-recession levels in the near future.

• Payroll employment has declined in both the City of Cincinnati and the rest of Hamilton County during the current decade and the rates of decline have been similar, about one percent. The City's payroll employment has declined significantly due to the recession, and is not expected to recover to 2008 levels until 2016, similarly for Hamilton County.

Employment Trends

• Strong wage growth in Cincinnati businesses has raised the City's average wage to about 9 percent above that of the rest of the County. The addition of high wage jobs in the City has contributed to income tax revenue increases.

• Downtown and Uptown are the City's major employment centers. Together, they accounted for half of all jobs in the City in 2009. The City continues to experience a shift away from its historical manufacturing base: one of the top industries in terms of the number of jobs added between 2007 and 2009 is Banks, Savings and Credit Institutions while a number of manufacturing industries were among those with the largest employment losses in the two-year period.

Demographic Trends

- The population of Cincinnati, currently estimated at 333,477 has been relatively stable in the current decade but will decline slowly through the year 2016. Both Hamilton County and the City of Cincinnati are projected to lose population in the 0 to 14 year age group through 2016, while experiencing a considerable increase in the population 65 and older.

- Cincinnati housing is dominated by renter-occupied housing, continuing a trend of many decades.

- Cincinnati median home values remain consistently lower than values in the County and Metro Area. While slight increases are projected between 2010 and 2016, all three areas have been adversely affected by the recession.

Chapter 1:
City Demographic Trends

Total Population

Cincinnati Profile: According to the latest available commercial estimates (from Claritas Corporation), the City of Cincinnati's 2010 population is 333,477, a gain of 0.042 percent since 2008.

The City of Cincinnati's population is about 15 percent of the Metro Area's 2.2 million residents, down slightly from 16.4 percent in 2000.

Hamilton County's population has remained relatively stable since 2000, experiencing less than one percent growth over the decade.

The Cincinnati Metro Area grew beyond 2 million people as of the 2000 Census and continues to grow at a rate of less than one percent each year. While the Ohio portion accounts for three quarters of the population in the Metro Area, the Kentucky and Indiana portions combined are growing at rates about 10 times faster than the Ohio Counties.

Total Population				
	2000	2008	2010	2016
Cincinnati	331,285	333,336	333,477	333,324
Hamilton County	845,303	853,508	851,154	828,081
Metro Area	2,009,632	2,158,643	2,187,140	2,268,427

Outlook for the Future: The Cincinnati population of 333,477 is anticipated to decline slowly through the year 2016, losing about 75 people per year.

Hamilton County population will also continue to decline at a 0.4 percent annual rate. The Cincinnati Metro Area will continue to grow at an annual rate of about 0.5 percent through 2016.

Age Distribution and Dependency Ratio

The Dependency Ratio is the ratio of economically inactive to potentially economically active persons in the population (formally the sum of 0 to 14 population and 65 and older population divided by the 15 to 64 population). A lower Dependency Ratio indicates less economic burden of support on the workforce for the non-working population.

Cincinnati Profile: Cincinnati lost more than 21 percent of its 0-14 year old population and about 12 percent of its population 65 and older between 2000 and 2008, but both populations are estimated to remain relatively stable through the remainder of the decade.

Between 2000 and 2008, Hamilton County has experienced significant population loss in the 0 to 14 year age group, 6.6 percent. The loss of the 0 to 14 population in Hamilton County is expected to continue through 2016, slowing slightly.

The 0 to 14 population in the Metro Area has remained relatively stable, experiencing less than half of one percent growth between 2000 and 2008. The 65 and older population throughout the Metro Area has been increasing steadily since 2000 and this trend is expected to continue.

Cincinnati has a marginally lower dependency ratio than Hamilton County, due to the earlier loss of both the 0 to 14 group through out-migration and the loss of the 65 and older population.

Population 0 to 14 Years and 65 Years or Older by Age Group

		2000	2008	2010	2016
Cincinnati	0 to 14	68,781	54,022	54,031	53,771
	65 and older	40,654	35,625	36,524	42,528
	"Dependent" Total	**109,435**	**89,647**	**90,554**	**96,300**
Hamilton County	0 to 14	181,089	169,217	168,132	164,677
	65 and older	113,898	114,685	116,680	134,674
	"Dependent" Total	**294,987**	**283,902**	**284,812**	**299,351**
Metro Area	0 to 14	443,771	445,730	448,733	453,640
	65 and older	235,116	259,693	268,276	315,119
	"Dependent" Total	**678,887**	**705,423**	**717,009**	**768,759**

Percent Population 0 to 14 Years and 65 Years or Older

	2000	2008	2010	2016
Cincinnati	33.0%	30.4%	30.4%	31.8%
Hamilton County	34.9%	33.3%	33.3%	34.8%
Metro Area	33.8%	32.7%	32.8%	34.3%

Dependency Ratio

	2000	2008	2010	2016
Cincinnati	49.3%	43.7%	43.7%	46.8%
Hamilton County	53.6%	50.0%	49.9%	53.3%
Metro Area	51.0%	48.6%	48.7%	52.2%

Outlook for the Future: Both Hamilton County and the City of Cincinnati are expected to experience continued declines in population in the 0 to 14 year age group through 2016. The 65 and older populations are expected to increase considerably between 2010 and 2016 in both the City and the County.

The Metro Area is projected to experience increases in both populations between now and 2016.

Average Household Size

Cincinnati Profile: Since 2000, the average household size has decreased slightly. In 2008 the average household size in the City was 2.12 persons per household and it is estimated to decline through 2016. In the Cincinnati metro area the household size is also estimated to decline slightly from the 2000 value of 2.52 persons. The same pattern is projected for the County.

Average Household Size				
	2000	2008	2010	2016
Cincinnati	2.15	2.13	2.12	2.10
Hamilton County	2.38	2.35	2.35	2.32
Metro Area	2.52	2.50	2.50	2.49

Outlook for the Future: As the City continues to lose the younger population, the average household size will decline through the year 2016.

Median Household Income

Cincinnati Profile: The Median Household Income in Cincinnati was $33,562 as of 2008. Current estimates place median income at $36,102 for the City. Cincinnati median household income has been consistently 64 to 68 percent of the Cincinnati Metro Area's median household income.

Median Household Income				
	2000	2008	2010	2016
Cincinnati	$29,493	$33,562	$36,102	$37,053
Hamilton County	$40,694	$50,301	$53,372	$53,865
Metro Area	$44,914	$54,059	$59,275	$59,735

Outlook for the Future: Cincinnati median household income is projected to grow by about 0.44 percent annually from 2010 through 2016 but continue to trail that of the County and the region.

Per Capita Income

Per Capita Income refers to the Income per person in a population. Per capita income is often used to measure an area's standard of living.

Cincinnati Profile: Per Capita Income in Cincinnati is currently estimated to be $24,215. Cincinnati per capita income has increased from 64 percent of the Cincinnati Metro Area Per Capita Income in 1990 to 86 percent in 2008.

Per Capita Income				
	2000	2008	2010	2016
Cincinnati	$19,962	$23,758	$24,215	$25,457
Hamilton County	$24,053	$28,556	$29,142	$30,636
Metro Area	$22,947	$27,746	$28,285	$28,285

Outlook for the Future: Cincinnati per capita income is projected to grow by about 0.8 percent annually through 2016 but continue to trail that of the County and the region.

Vacant and Rental Housing

Cincinnati Profile: Due largely to the housing crisis, approximately 22 percent of Cincinnati housing units are vacant, more than double the proportion in 2000. This compares to a 94 percent increase in Hamilton County and a 64 percent increase in vacancies in the Cincinnati Metro Area.

	2000	2008	2010	2016
Cincinnati	10.8%	23.3%	21.8%	18.9%
Hamilton County	7.1%	14.4%	13.8%	12.5%
Metro Area	6.4%	10.9%	10.5%	9.7%

Rental properties continue to dominate the housing landscape in the City of Cincinnati, with 61 percent of housing units occupied by renters. This is a well-documented trend that has continued for many decades in the City. By comparison, the rental rate in the Metro Area is 32 percent.

The rental rate declined across the City, County and Metro Area in 2008, but is estimated to return to 2000 levels by this year.

Renter-Occupied Housing Units				
	2000	2008	2010	2016
Cincinnati	61.00%	57.20%	61.80%	61.44%
Hamilton County	40.10%	36.30%	40.51%	40.27%
Metro Area	32.90%	30.30%	32.14%	31.43%

Outlook for the Future: While the rental rate declined across the City, County and Metro Area in 2008, it is estimated to return to 2000 levels by this year and remain high through 2016.

Building Permits and Average Construction Costs Per Unit

Cincinnati Profile: Cincinnati has had inconsistent building permit activity since the year 2000, with as few as 276 and as many as 892 new privately-owned building permits per year in the pre-recession years. The peak level of permit activity within the City nearly coincides with the height of the housing bubble in 2006. Permit actively has steadily declined within the City, and surrounding jurisdictions, since the onset of the recession.

City residential construction costs associated with these permits have also been variable, ranging from $53,357 to $130,486 during the nine year period. Data for 2008 and 2009 suggest that the few units being built within the City and the County were in a higher price range; however in the Metro Area, construction costs have fallen between 2008 and 2009.

Residential Building Permits, 2000-2009

	2000	2002	2004	2005	2006	2007	2008	2009
Cincinnati	547	758	276	616	892	458	123	58
Hamilton County	2,777	2,303	2,635	3,060	1,956	1,276	582	417
Metro Area	12,130	13,078	12,674	13,423	9,447	6,884	4,145	3,592

Average Construction Costs, 2000-2009

	2000	2002	2004	2005	2006	2007	2008	2009
Cincinnati	$67,146	$53,357	$77,657	$71,838	$102,429	$78,137	$106,809	$130,486
Hamilton County	$163,211	$111,169	$151,937	$143,619	$175,716	$213,712	$250,700	$266,190
Metro Area	$129,346	$112,188	$141,416	$148,922	$168,083	$178,635	$178,862	$162,599

Outlook for the Future: It is difficult to project the number of residential building permits and average building permit construction cost because the percent of housing units that are renter-occupied is so large.

Median Home Value of Owner Occupied Housing Units

Median Home Value is measured in actual dollars. Percent reflects the percent change since the previous data point (e.g., 2000 to 2008, etc.). The home value is that reported by the homeowner and thus differs from median sales prices. Typically, reported home values are greater than recorded sales values. For example, in the Metro Area, median home value was about 22 percent greater than the median sales value in 2008.

Cincinnati Profile: Cincinnati median home values remain consistently lower than values in the County and Metro Area. Not surprisingly, current year values are estimated to manifest declines from 2008 in light of the real estate driven recession.

Median Home Value and Percent Change From Previously Reported Year

	2000	2008	2010	2016
Cincinnati	$93,457	$134,800	$121,088	$141,159
	51.0%	44.2%	-10.2%	16.6%
Hamilton County	$111,028	$153,100	$140,857	$160,876
	53.8%	37.9%	-8.0%	14.2%
Metro Area	$114,107	$161,200	$144,027	$166,333
	59.8%	41.3%	-10.7%	15.5%

Outlook for the Future: As the growth in home values through 2008 contain effects of the real estate bubble, a conservative growth estimate for the future anticipates about half of that seen in the period between 2000 and 2008.

Journey to Work – Worker Flows

Cincinnati Profile:

Where do Cincinnati residents work? In 1990, 68 percent of the Cincinnati resident labor force worked in the City of Cincinnati, while 32 percent worked outside the City. In 2000, 61 percent of the Cincinnati resident labor force worked in the City of Cincinnati. This increase in the percent of City residents who work outside the City appears to be continuing.

Based on data from OKI, the 2008 American Community Survey, and OKI's regional transportation model], an estimated 59 percent of the City's resident labor force worked in the City in 2008.

Journey to Work: Place of Residence

	1990	2000	2008
Cincinnati to Cincinnati Worker Flows	68.0%	61.2%	59.2%
Cincinnati to Elsewhere Worker Flows	32.0%	38.8%	40.8%

Where does the Cincinnati workforce live (people who work in the City)? In 1990, 62 percent of the City workforce lived outside the City of Cincinnati. In 2000, that increased to 65 percent. This trend also appears to be continuing. In 2008, an estimated 67 percent of Cincinnati's workforce commuted from outside the City.

Journey to Work: Place of Work			
	1990	2000	2008
Cincinnati to Cincinnati Worker Flows	38.1%	35.5%	32.6%
Elsewhere to Cincinnati Worker Flows	61.9%	64.5%	67.4%

There are some notable differences in the mode of transportation used for the journey to work. People who work in Cincinnati are more likely to use carpools and much more likely to ride buses to get to work.

Outlook for the Future: While Cincinnati currently benefits from the workforce income tax dollars, there is a risk that in the future, jobs will follow the workforce to the suburbs and outlying counties.

The next chapter will explore some of the recent employment trends in the City.

Chapter 2:
City Employment Trends

Payroll employment data specific to the City of Cincinnati are not generally available. The national economic census is only conducted every five years, and a complete report on the 2007 census is the latest available. The best source of current payroll employment data (statistics based on where workers' jobs are) is the Quarterly Census of Employment and Wages, but access to most of this data is restricted. [1]

The first step in creating a profile of employment in the City of Cincinnati was the geocoding of individual employer records from the second quarters of 2007 and 2009[2]. This process produced separate tabulations for the City of Cincinnati and the balance of Hamilton County.

Comparison of City and Balance of County

The table below contains the results of the initial analysis. It shows that, while employment declined in both the City of Cincinnati and the rest of Hamilton County, the rate of decline was greater inside the City, contrary to trend going back at least to 2000. The City's share of total Hamilton County employment is about than 45 percent.

Cincinnati and Balance of County Employment Trends

	2007	2008	2009	2007-08 Change	2008-09 Change
Cincinnati					
Employment	231,989	233,436	221,395	0.62%	-5.16%
Avg. Annual Wage	$47,214	$49,042	$49,738	3.87%	1.42%
Balance of County					
Employment	284,175	283,336	269,121	-0.30%	-5.02%
Avg. Annual Wage	$42,942	$44,076	$43,978	2.64%	-0.22%

In 2007, the average annual wage of all jobs located in Cincinnati (based on second quarter data) was approximately 9 percent higher than the average for jobs in the rest of the County. Strong wage growth in the City just prior to and during the recession has pushed the gap to about 13 percent as of 2009. While the addition of high wage jobs in

[1] Through its participation in the Ohio Economic Development Information Network, the University of Cincinnati's Economics Center has access to Ohio's ES202 database, which contains this information on nearly all employers with paid employees in the state.

[2] It is important to note that this data reports quarterly totals. While generally indicative of annual totals, data in previous reports for years appearing in the current report may differ on the basis of reporting quarter utilized.

the City has not offset the overall job loss, these higher salaries have contributed to income tax revenue increases in the recent past; however the substantial employment loss due to the recession has negatively impacted the income tax base for the City.

Comparison of City Sub-Areas

To gain an understanding of how the employment picture might differ from one part of the City of Cincinnati to another, City employment data was further segmented into three sub-areas: Downtown, Uptown, and Other Neighborhoods. The following table contains the results of this analysis.

Cincinnati Employment Trends by Sub-Area				
	2007	**2009**	**Change**	**% Change**
City Total				
Employment	231,989	221,395	-10,594	-4.57%
Avg. Annual Wage	$47,214	$49,738	$2,523	5.34%
Downtown				
Employment	88,421	81,830	-6,591	-7.45%
Avg. Annual Wage	$55,776	$59,266	$3,489	6.26%
Uptown				
Employment	49,749	49,938	189	0.38%
Avg. Annual Wage	$48,550	$51,708	$3,158	6.50%
Other Neighborhoods				
Employment	93,819	89,626	-4,193	-4.47%
Avg. Annual Wage	$38,437	$39,941	$1,504	3.91%

Downtown (including the CBD, Over-the-Rhine, and the West End), which had 37 percent of all jobs in the City in 2009, has the highest average annual wage. Note that it experienced the largest job loss between 2007 and 2009, but also the greatest wage gain, in dollars, of the three sub-areas.

Uptown (consisting of the six Uptown Consortium neighborhoods) accounted for 23 percent of the City's employment, and this sub-area is the only one in which the number of jobs increased, by 0.4 percent. The average wage in Uptown rose at a faster rate than any other area though not to the level of Downtown.

Other Neighborhoods had the largest share of jobs (40%), but the share is declining. Their rate of job loss was similar to that for the entire City, yet the average wage was much lower. The increase in the average wage was the smallest in both dollars and percent change.

Employment Trends by Industry

The table below provides greater detail on the recessionary changes in City employment for each of seven major industry sectors and 25 different industry groups.

City of Cincinnati Employment Trends, 2007-2009

Industry	2007	2009	Change	% Change
Goods Producing	**25,911**	**23,503**	**-2,408**	**-9.29%**
Agriculture, Mining & Unclassified	120	254	134	111.94%
Utilities	1,833	1,738	-94	-5.15%
Construction	7,649	6,164	-1,485	-19.41%
Manufacturing	16,309	15,346	-963	-5.91%
Sales & Distribution of Goods	**28,204**	**24,102**	**-4,102**	**-14.54%**
Wholesale	6,716	5,990	-726	-10.81%
Retail	11,325	10,532	-793	-7.00%
Transportation	6,474	4,218	-2,256	-34.85%
Postal, Couriers, Warehousing & Storage	3,689	3,362	-327	-8.86%
Business & Professional Services, except Financial	**60,334**	**55,108**	**-5,226**	**-8.66%**
Information	6,184	5,283	-901	-14.56%
Real Estate, Rental & Leasing	2,797	2,623	-174	-6.23%
Professional, Scientific, and Technical Services	19,956	18,667	-1,289	-6.46%
Management of Companies and Enterprises	14,308	14,182	-127	-0.89%
Admin, Support, & Waste Mgmt. Services	17,088	14,353	-2,735	-16.00%
Financial Services	**12,679**	**15,709**	**3,030**	**23.89%**
Banks, Savings & Credit Institutions	4,655	6,851	2,196	47.18%
Securities, Commodities, & Other Financial Investments	1,409	1,493	84	5.94%
Insurance Carriers, Funds & Trusts	6,615	7,365	750	11.34%
Education, Health Care & Social Services	**67,722**	**67,646**	**-75**	**-0.11%**
Education Services	18,946	18,341	-605	-3.20%
Hospitals	25,775	27,168	1,393	5.41%
Other Health Care Services	16,073	15,648	-425	-2.65%
Social Assistance	6,928	6,490	-438	-6.32%
Recreation, Hotels, Restaurants & Other Services	**26,570**	**25,389**	**-1,181**	**-4.44%**
Arts, Entertainment & Recreation	5,737	6,067	330	5.75%
Accommodations	1,435	1,431	-4	-0.28%
Food Services and Drinking Places	12,398	11,662	-736	-5.94%
Other Services	7,000	6,230	-771	-11.01%
Government	**10,570**	**9,938**	**-632**	**-5.98%**
TOTAL	**231,989**	**221,395**	**-10,594**	**-4.57%**

Overall, local employment declined nearly 5 percent between 2007 and 2009. Not surprisingly, almost every major industry group (bold) experienced decline during the

period. The notable exception is the local Financial Service sector, the smallest of the major private sector groups, which grew by nearly 24 percent. Education, Health Care & Social Services, the largest private sector group, experienced the smallest decline over the period, 0.11 percent.

The table that follows shows which detailed industries experienced the greatest numerical gains and losses between 2007 and 2009.

City of Cincinnati Employment Gains and Losses	
Top Ten Industries with Employment Growth, 2007-2009	
Banks, Savings & Credit Institutions	2,196
Hospitals	1,393
Insurance Carriers, Funds & Trusts	750
Chemical Manufacturing	288
Museums, Performing Arts & Spectator Sports	246
Fabricated Metal Product Manufacturing	238
Agriculture & Mining	103
Nursing and Residential Care Facilities	95
Amusement, Gambling and Recreation Industries	84
Securities, Commodities, & Other Financial Investments	84
Top Twenty Industries with Employment Loss, 2007-2009	
Food & Beverage Mfg	-236
Furniture and Related Product Manufacturing	-252
Broadcasting & Telecommunications	-392
Postal Service (public)	-259
Printing and Related Support Activities	-286
Transportation & Electrical Eqpmt. Mfg.	-297
Publishing Industries	-386
Social Assistance	-438
Justice, Public Order, and Safety Activities	-461
Construction of Buildings	-469
Ambulatory Health Care Services	-521
Personal and Laundry Services	-528
Education Services	-605
Wholesale	-726
Food Services and Drinking Places	-736
Air, Water & Misc. Transportation	-821
Specialty Trade Contractors	-944
Transit and Ground Passenger Transportation	-1,109
Professional, Scientific, and Technical Services	-1,289
Administrative and Support Services	-2,721

The largest local employment gainers were Banking, Savings and Credit Institutions and Hospitals. The largest losses occurred in Transit and Ground Passenger Transportation, Professional, Scientific and Technical Services, and Administrative and Support Services.

Categorizing Industries by Wage Levels and Employment Trends

The table on the following page groups industry types according to their average wage levels and their recent trends in employment.

Three wage categories are defined:

- High wages (an average of $55,000 or more),
- Average wages (an average of $40,000 up to $55,000), and
- Low wages (an average of less than $40,000).

Three employment trend categories are also defined:

- Increasing employment (gain of more than 2% from 2007 to 2009),
- Stable employment (net change of -2% to +2%), and
- Decreasing employment (loss of more than 2%).

The three industry types with high wages and increasing employment are:

- Securities, Commodities, & Other Financial Investments,
- Insurance Carriers, Funds & Trusts, and
- Museums, Performing Arts & Spectator Sports.

The three industry types with low wages and decreasing employment are:

- Amusement, Gambling and Recreation,
- Retail, and
- Personal and Laundry Services.

Most cells in the table have at least three industry types.

City Industry Categories, Based on 2007 Industry Wage Levels and Trends in Employment from 2007 to 2009

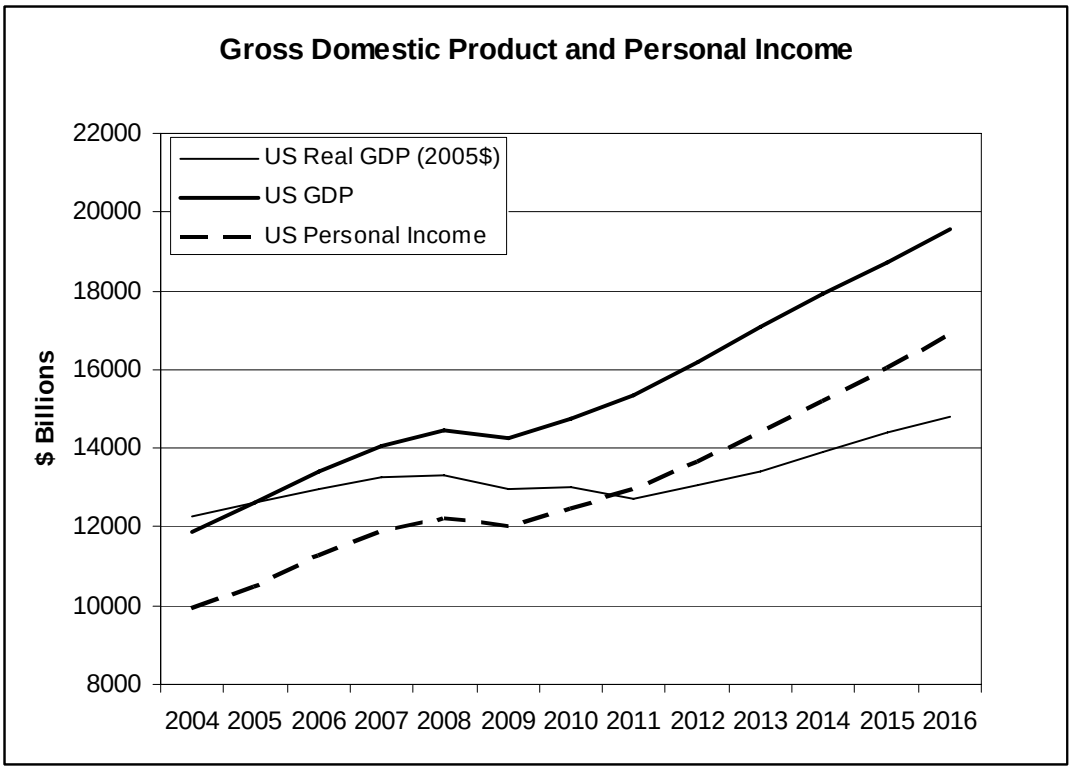
	High Wages ($55,000 +)	Average Wages ($40,000 - $55,000)	Low Wages (< $40,000)
Increasing Employment (> 2%)	Securities, Commodities, & Other Finan Invest. Insurance Carriers, Funds & Trusts Museums, Performing Arts & Spectator Sports Wood,Paper,Print,Chem,Plas Mfg	Metal, Machinery, Furn, Misc Mfg Hospitals Banks, Savings & Credit Institutions	Nursing and Residential Care Facilities Accommodation
Stable Employment (-2% to 2%)	Management of Companies and Enterprises Wholesale Professional, Scientific, and Technical Services		Religious, Grantmaking, Civic, Professional and Similar Organizations Rental and Leasing, Incl Intangibles Repair and Maintenance Admin, Support, Waste Mgmt Services Food Services and Drinking Places
Decreasing Employment (< -2%)	Ambulatory Health Care Services Executive, Legislative, and Other General Government Support Other Governmental Programs	Construction Publishing Transportation Utilities Education Services Real Estate Food,Bev,Text,Appar,Leath Mfg Postal, Couriers, Whsg & Storage Justice, Public Order, and Safety Activities	Private Households Amusement, Gambling and Recreation Industries Personal and Laundry Services Retail Social Assistance

Chapter 3:
Economic Trends and Outlook

This chapter provides information about national and local economic trends over the past six years and an outlook for the next six years.

Overall Economy

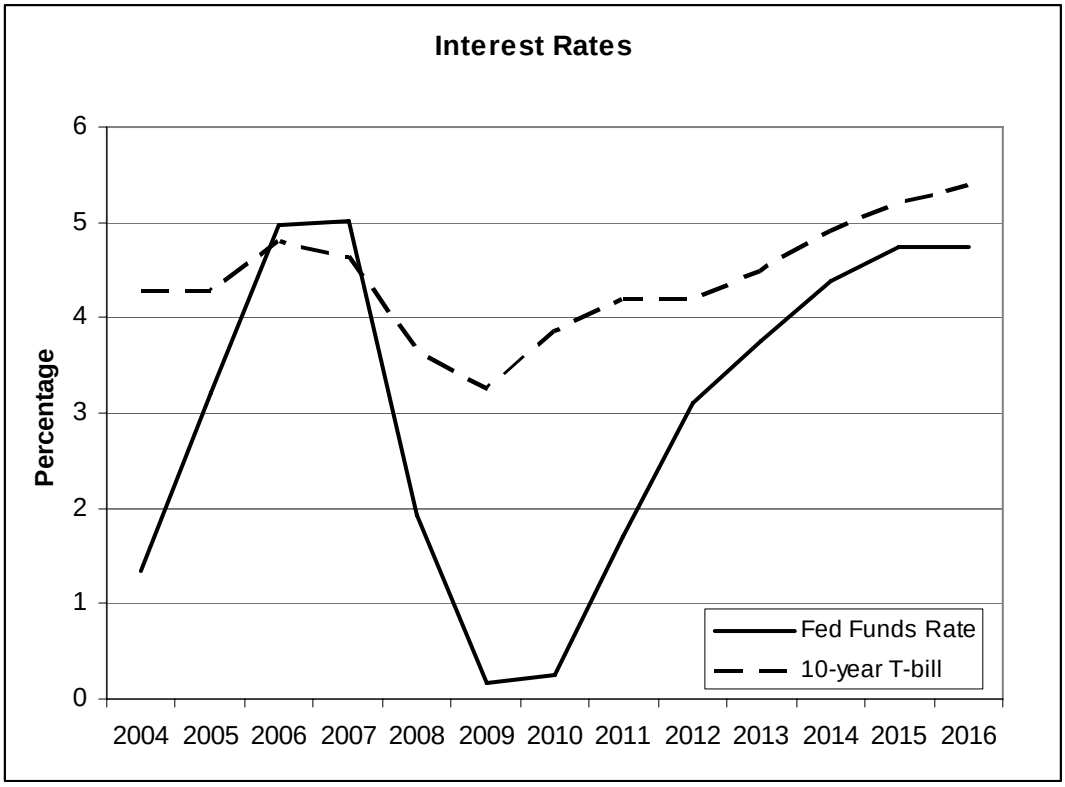
As seen in the chart below, the national economy has experienced a significant downturn. Many analysts believe that the process of recovery has already commenced. Future expansion is believed to occur with an annual nominal GDP growth rate of 5 percent in 2012 through 2016. Personal income is expected to grow at a comparable rate.



The inflation rate is expected to be substantially slower for the forecast period than it has in the years preceding the recession; although significant policy changes at the national level may change this outlook as these policies, such as the health care reform, are implemented. Other potential influences on the outlook include national debt and deficit, exchange rate valuations, and national tax rates.

National Inflation Trend and Outlook							
	2004	2005	2006	2007	2008	2009	2010
	188.9	195.3	201.6	207.342	215.303	214.537	218.901
Consumer Price Index	*2.66%*	*3.39%*	*3.23%*	*2.85%*	*3.84%*	*-0.36%*	*2.03%*
annual inflation rate							
	2010	2011	2012	2013	2014	2015	2016
Consumer Price Index	218.901	222.973	227.039	231.216	235.442	240.127	245.053
annual inflation rate	*2.03%*	*1.86%*	*1.82%*	*1.84%*	*1.83%*	*1.99%*	*2.05%*

Interest rates have declined markedly since the beginning of the recession and continue to be low. The chart below shows the Federal Funds rate and 10-Year Treasury note yields are at their lowest levels in the current decade. As the Fed Funds Rate arguably cannot fall to levels much lower than current, growth is projected for the future. Rapid growth is necessary to return the rate to conventional, pre-recession levels.



Most forecasters anticipate modest growth for both rates in 2010 and stronger growth in 2011.

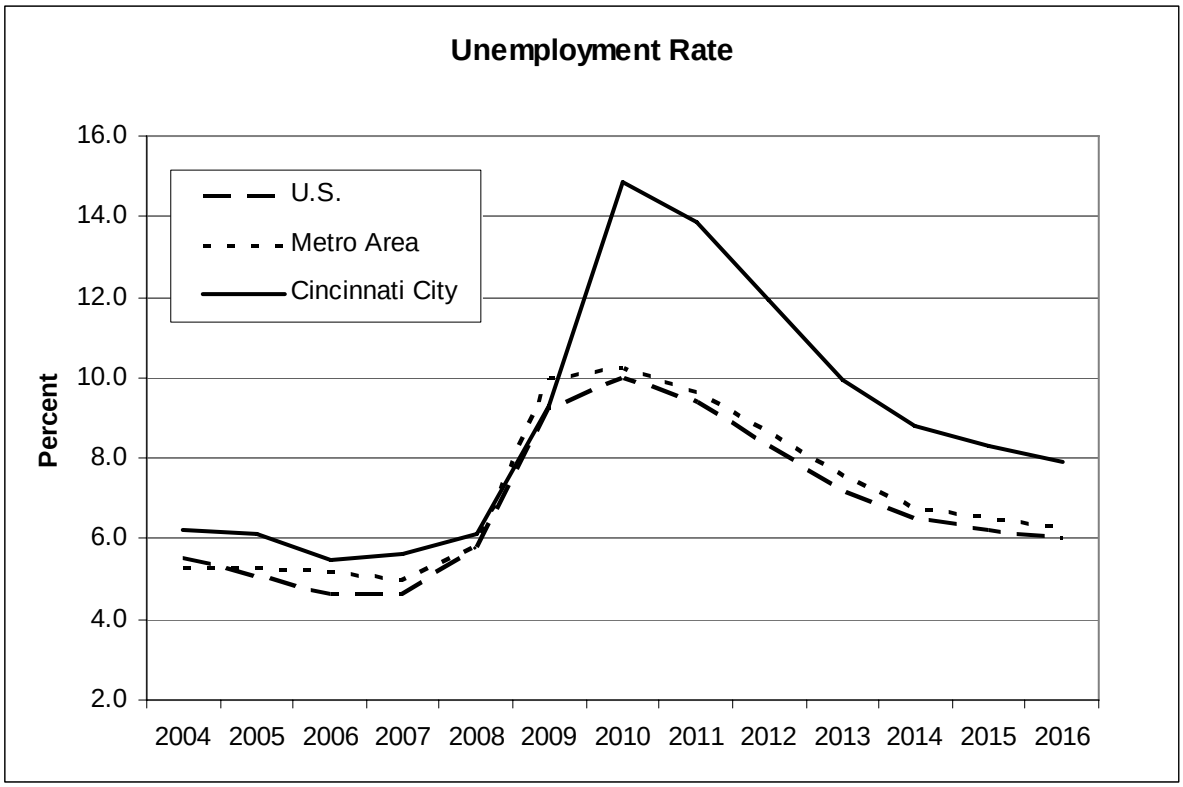
Interest Rates					
	2004	2007	2010	2013	2016
Federal Funds Rate	1.35%	5.02%	0.24%	3.76%	4.75%
10-Year Treasury Note	4.27%	4.63%	3.85%	4.50%	5.40%

Unemployment and Employment

Local employment trends (City of Cincinnati, Hamilton County, and Cincinnati metropolitan area) have slowly been falling behind U.S. growth rates. This is a reflection of the slower demographic and economic growth (compared to the nation) that has characterized the Cincinnati area during the present decade.

Unemployment continues to affect a higher percentage of Cincinnati residents when compared to the metro area or the nation. Current economic conditions have exacerbated the City's relative employment position for the last two years.

The following chart displays preliminary data indicating that the unemployment rate for the City of Cincinnati is expected to increase to peak between 2010 and 2011, similar to expectations of the metro area and the nation. Notably, the estimated unemployment rate for the City is substantially larger than that of either the larger Metro region or the nation. While recovery is anticipated to lead to reduced unemployment, the City is not expected to reach National or Metro levels. Additionally, unemployment is not anticipated to reach pre-recession levels for the City, Metro Area or Nation by 2016.



Employment data is tracked and can be analyzed from two perspectives.

- Resident employment counts members of the labor force, both job holders and job seekers, on the basis of where they live. Regardless of where they work,

people who live in the City of Cincinnati are included in Cincinnati's resident employment statistics. Monthly data reported by the U.S. Bureau of Labor Statistics (BLS), including unemployment data, fits into this category.

- Payroll employment statistics provide a picture of where the jobs are located. Regardless of where they live, people who work within the City of Cincinnati are included in Cincinnati's payroll employment statistics. Data published from the Quarterly Census of Employment and Wages fits into this category.

Preliminary estimates in the table below show that modest resident employment growth is expected for the City of Cincinnati in the next six years. The rate of growth is equivalent to that at the County, Metro and National levels. Increased residential employment had been occurring recently in the City.

Employment					
	2004	2007	2010	2013	2016
RESIDENT EMPLOYMENT					
U.S. (in thousands)	139,252	146,046	139,188	148,399	153,923
Cincinnati MSA	1,024,000	1,065,000	1,010,105	1,077,008	1,116,268
Hamilton County	397,000	414,400	380,982	406,315	419,698
Cincinnati city	145,100	155,100	141,200	150,600	155,400
PAYROLL EMPLOYMENT					
Hamilton County	538,941	529,434	513,763	481,430	505,217
Cincinnati city	253,860	250,455	245,374	228,166	238,335

Payroll employment in Hamilton County is greater than residential employment because the County is an economic magnet, drawing in workers from surrounding areas. Most of this economic magnet effect is created by the City of Cincinnati, which accounts for the bulk of this employment differential. The City's payroll employment has declined in recent years. The current recession is expected to manifest as a significant decline, which is not expected to stabilize until 2014. Modest growth is projected for the City thereafter; although gains are not anticipated to be sufficient to return payroll employment to pre-recession levels in the near future.

Chapter 4:
Cost Escalator Projections

This chapter discusses a number of cost factors that will affect future city expenditures and presents a table of forecasted cost increases between 2010 and 2016. The forecast for each cost escalator is based on a combination of recent historical trends, prevailing and expected economic trends, and the outlook for each specific area.

Local Inflation

Local inflation is a useful indicator for projecting personnel cost increases.

US Outlook: Forecasts available for inflation at the national level (from both government and private forecasters) are very close to each other. Therefore, an average of these predictions has been used as a baseline for making local projections. Based on the latest available national data and forecasts, the national Consumer Price Index (CPI) decreased 0.36 percent in 2009 and is estimated to increase by 2.03 percent in 2010.

Local Variations: Between 2000 and 2005, the CPI for the Cincinnati metropolitan area averaged 0.47 percentage points less than the national indicating that prices locally rose less than nationally. From 2006 to 2009, Cincinnati's CPI averaged 0.14 percentage points higher than the national CPI. Thus, over the last decade the local inflation rate has become closer to the national. Local inflation is expected to be, on average, 0.25 percentage points lower than the nation's inflation between 2010 and 2016. This slight change in trend can be attributed to the fact that inflation changes are more volatile at the local level than at the national level.

Inflation Components: Between 2000 and 2005, three CPI components grew faster locally than they did nationally. They were *medical care*, *recreation* and *other goods and services*. Each of these components of the CPI continued to grow faster locally than nationally between 2006 and 2009. Additionally, the *apparel* and *food and beverage* components of the CPI also grew more quickly locally than nationally between 2006 and 2009. These faster growing CPI components resulted in the Cincinnati CPI becoming closer to the national CPI through 2006.

This escalator is appropriate to use for the personnel category beyond the existing contract periods. Local inflation will be 1.79 percent during 2010 and 1.62 percent in 2011.

Because the City provides health care benefits for its employees, it may be more appropriate to use an inflation forecast that excludes the medical component of the CPI, which will be 1.69 percent during 2010 and 1.52 percent in 2011. These numbers are also included in the following table.

Inflation Cost Escalators for the City of Cincinnati (2010-16) [3]							
	2010	2011	2012	2013	2014	2015	2016
National inflation	*2.03%*	*1.86%*	*1.82%*	*1.84%*	*1.83%*	*1.99%*	*2.05%*
Local inflation	1.79%	1.62%	1.58%	1.60%	1.58%	1.75%	1.81%
-excluding medical care	1.69%	1.52%	1.49%	1.51%	1.51%	1.67%	1.74%

Health Insurance

Health insurance costs have increased by an average of 6 percent annually over the past five years. This year health insurance costs are expected to rise by almost 4 percent nationally and about 6 percent locally. Health insurance costs are expected to continue to increase. ***This factor is a reasonably good indicator for projecting overall cost increases for employee benefits.***

Motor Fuel

Motor fuel costs account for a substantial share of non-personnel operating costs. Diesel and petroleum costs are the main components of motor fuel costs. Between 2000 and 2008, local motor fuel prices increased at an average rate of nearly 12 percent annually. Nationally, motor fuel prices increased about 12.5 percent during the same period. Between 2008 and 2009, however, local fuel prices fell by nearly 28 percent largely due to the global recession. Past trends and the prevailing economic situation present the most appropriate measures for predicting motor fuel costs, which exhibit substantial variability and are highly influenced by global markets. ***Motor fuel costs are anticipated to rise 21 percent this year.***

Utilities

Utility costs have tracked well with long term inflation rates in the past; nevertheless volatility exists in individual yearly changes. Utility costs are fluctuating for a combination of reasons, including costs of natural gas, coal, and compliance with environmental regulations. Gas and electric costs are expected to increase modestly in 2010, by 0.9 percent (primarily due to electricity price decreases and the generally weak economic environment) and about 3 percent in 2011. Gas and electric prices are not anticipated to grow substantially, less than 1 percent per year after 2012. While near term prices are anticipated to remain relatively stable, future increases could be

[3] From 2009 through 2011, the average annual local inflation rate is expected to be 0.98% (0.86%, excluding medical). From 2012 through 2014, the average annual local inflation rate is projected at 1.59% (1.51%, excluding medical).

substantial because of increased and stricter environmental regulations.[4] This cost increase is lower than that expected for water and sewer (10.5 in 2010 and between 8 and 9 percent annually thereafter). ***These two measures are appropriate escalators for the City's utility costs.***

Non-Personnel Expenditures

Local governments have a wide range of non-personnel expenditures. Future increases are expected to continue the past trend. The Producer Price Index (PPI) for "finished goods" is the most appropriate escalator to reflect the non-personnel category. The PPI indicates the change in the average selling price received by producers, and thus reflects the costs borne by consumers. Historically, the PPI has on average been greater than the general inflation rate. As the local inflation rate differs slightly from the national, the PPI has been adjusted by local inflation to generate a local PPI estimate. ***The local PPI is expected to increase by a little over 2 percent in 2010.***

Other Cost Escalators for the City of Cincinnati (2010-16)

	2010	2011	2012	2013	2014	2015	2016
Health insurance	5.7%	6.9%	6.8%	7.4%	8.0%	8.3%	8.8%
Motor fuel	21.0%	4.5%	5.5%	9.0%	4.0%	1.5%	2.5%
Utilities							
Gas & electric	0.9%	3.1%	1.8%	-0.5%	-0.1%	0.6%	0.5%
Water & sewer	10.5%	8.0%	8.0%	9.0%	8.0%	8.0%	9.0%
Non-personnel:							
Finished goods PPI	2.2%	2.2%	1.8%	1.8%	1.9%	2.1%	2.2%

[4] If and when the carbon regulations are instituted, electricity prices could increase on an annual basis, but estimates of that increase are speculative.

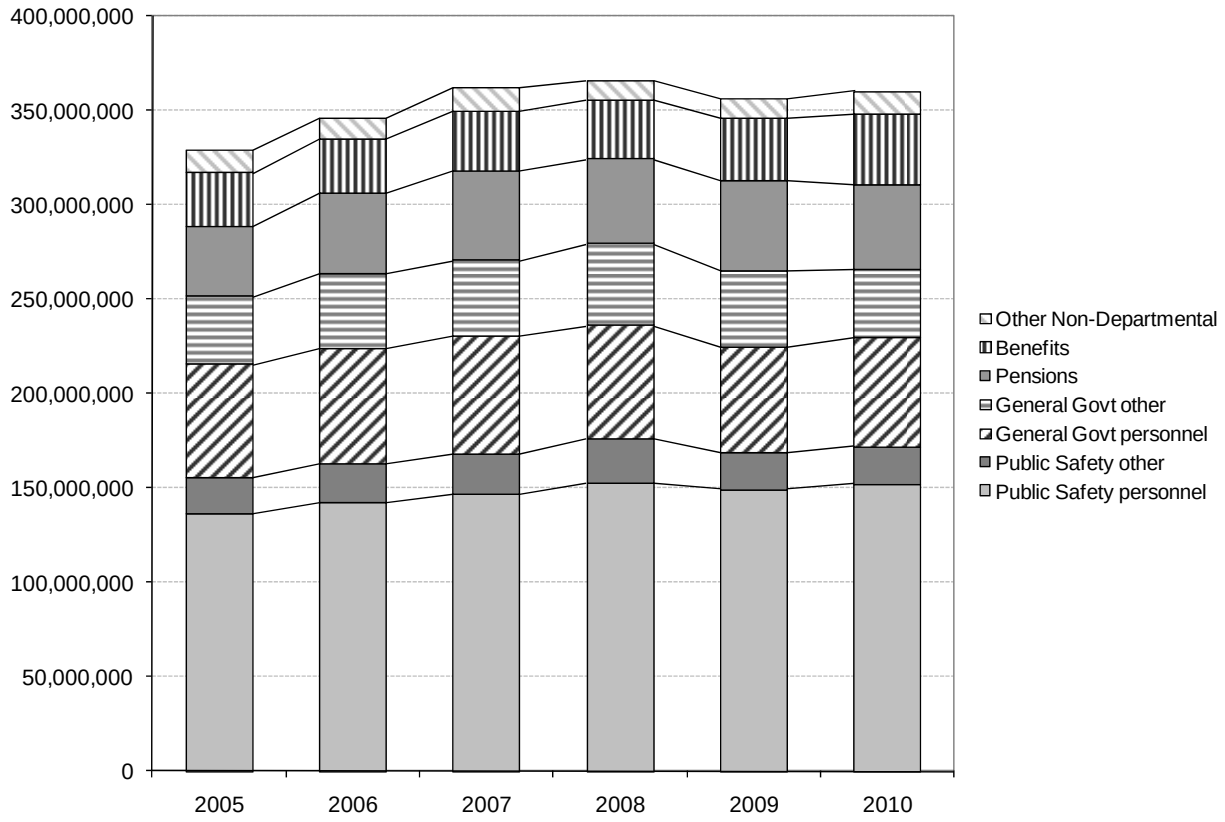
Chapter 5:
City Expenditures

This chapter presents a review of recent City of Cincinnati expenditure trends.

Expenditure Trends

While overall expenditures by the City of Cincinnati have grown irregularly over the past five years, different patterns are evident in various major budget categories.

Cincinnati General Fund Expenditures by Type, 2005-2010



As the chart above shows, total General Fund expenditures grew irregularly from 2005 to 2010. While the spending increased through 2008, due to several budget cuts overall spending started to decrease thereafter. Compared with 2005, overall spending[5] in 2010 is expected to be 9 percent higher. In 2008 there was hardly any increase in total City expenditures (1.1%), however, in 2009 the expenditures decreased by 2.7 percent. Different budget categories exhibited various changes.

[5] Most of this increase is attributable to inflation. Between 2004 and 2009 the Consumer Price Index for the Cincinnati metropolitan area increased by 13.7 percent.

City Expenditure Categories 2005-2010							
	2005	2006	2007	2008	2009	2010 estimate	2005-10
Public Safety personnel	$136	$142	$146	$153	*$149*	*$152*	11.4%
Public Safety other	$19	$21	$22	$24	*$20*	*$20*	4.1%
General Govt personnel	$60	$61	$62	$60	*$56*	*$58*	-3.2%
General Govt other	$36	$40	$40	$43	*$40*	*$36*	-0.7%
Pensions	$37	$42	$47	$45	*$48*	*$45*	21.7%
Benefits	$28	$29	$31	$31	*$33*	*$37*	30.0%
Other Non-Departmental	$12	$11	$12	$10	*$10*	*$12*	1.0%
TOTAL	$329	$346	$362	$366	*$356*	*$360*	9.4%
		5.1%	*4.7%*	*1.1%*	*-2.7%*	*1.1%*	

From 2005 through 2010, spending in Public Safety (Police and Fire Departments) increased substantially, 11 percent for personnel and 4 percent for all other items. General Government spending experienced a decrease of 3 percent in the personnel area and 1 percent in the non-personnel area.

Increases in pensions and benefit costs have been proportionally the largest among all expenditure categories. Pension costs increased by 22 percent, and Benefits increased by 30 percent. Other Non-departmental expenditures however are almost at 2005 levels with only a one percent increase.

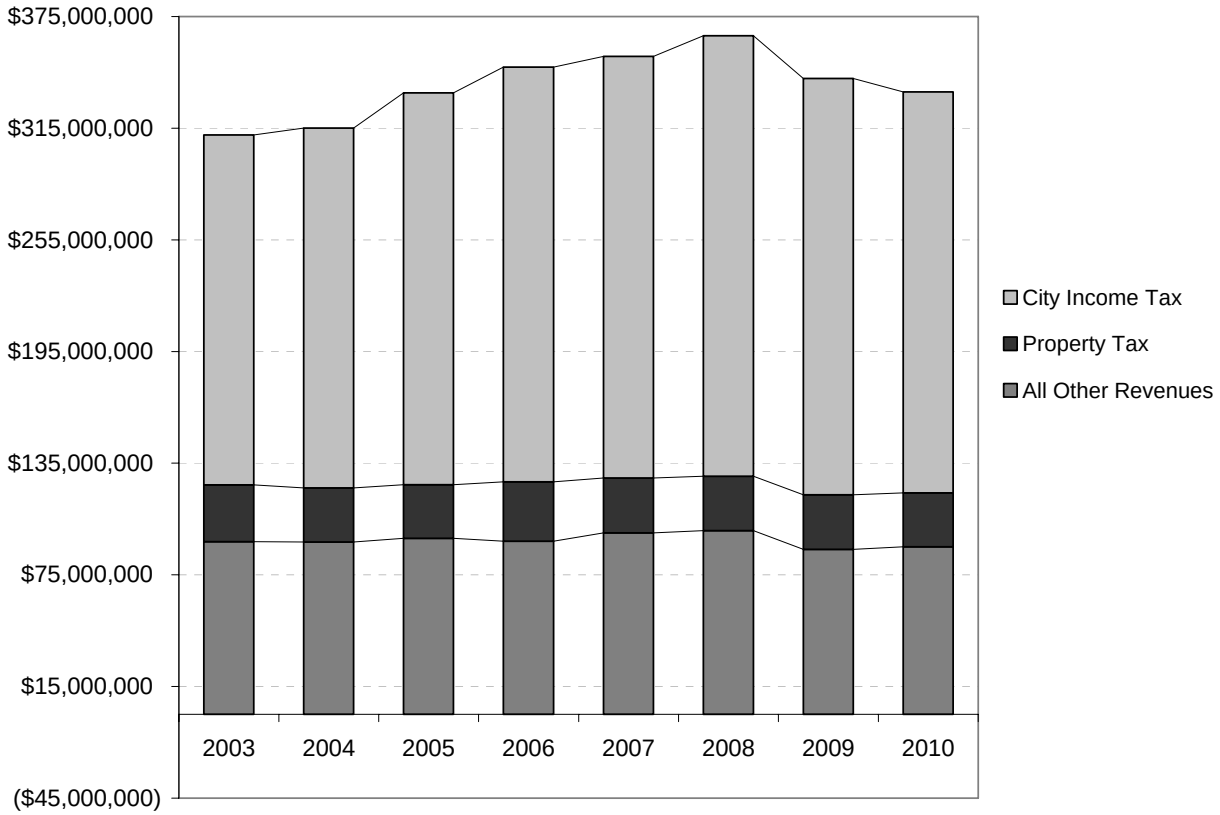
Chapter 6:
City Revenues

This chapter begins with a review of recent City of Cincinnati revenue trends. This is followed by an analysis of certain aspects of the City's income tax. The chapter concludes with an examination of revenue forecasts.

Revenue Trends

The City of Cincinnati has seen its revenues grow modestly. Growth in the recent period peaked in 2008. The impact of the recent recession is clear, with declines in fiscal revenue projected through 2010.

Cincinnati General Fund Revenues by Type, 2003-2010



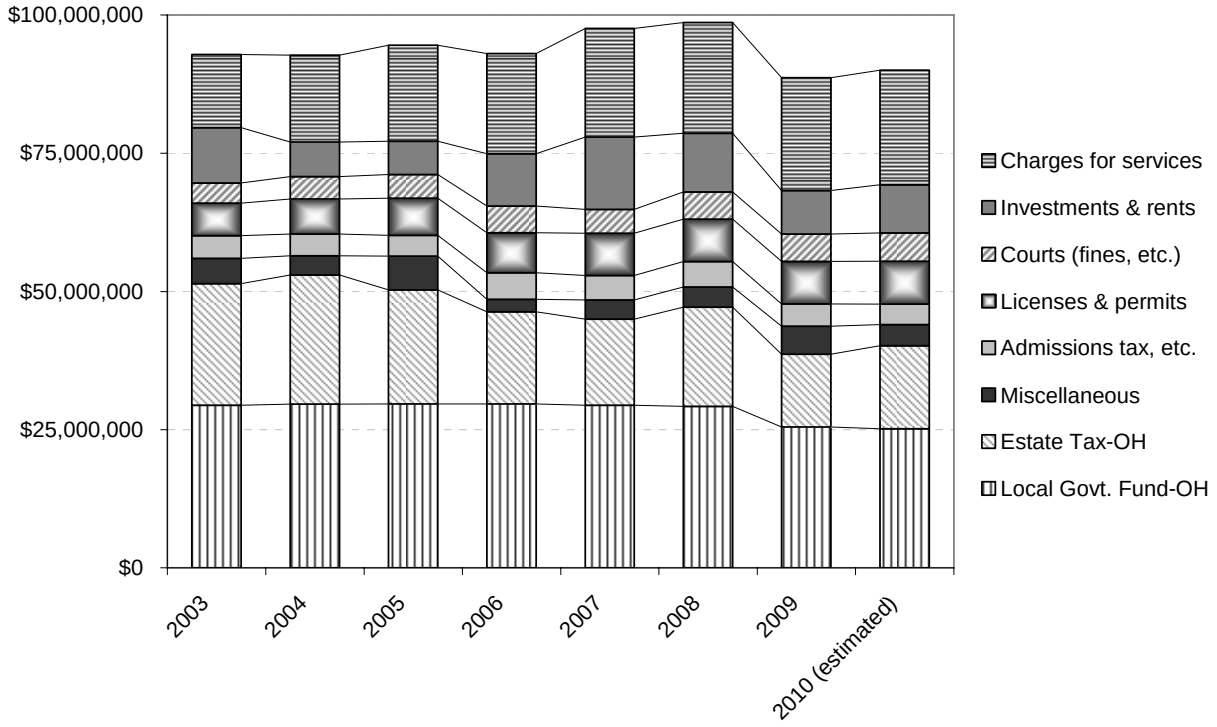
As the chart above shows, the City's income tax continues to be the largest source of General Fund revenues. In fact, changes in income tax revenues are the General Fund revenue category most responsive to economic conditions and generally determine the size of changes in overall revenues. As a result of the continued growth of income tax revenues, they now account for 64.5 percent of all General Fund revenues, up from

60.4 percent in 2003. Despite the recession and its impact on area employment, income tax revenues in the City continue to account for about 65 percent of all General Fund revenues.

The second largest is property taxes, which have, as a result of past City Council actions to reduce millage levels, remained relatively constant around $30 million.

The remaining revenue sources collectively accounted for around $98 million in 2008, or about 27 percent of all General Fund revenues. While the amount of other revenue declined to less than $90 million in 2009, its share of revenues remained relatively constant. Among these sources, two types of tax revenues collected and distributed by the State of Ohio (the Local Government Fund and the Estate Tax) represent about $46 million annually, while the remainder comes from a variety of sources. As a whole these sources may vary little; although some individual sources may be more sensitive to changes in overall economic conditions, such as the Local Government Fund, and thus more volatile while other sources are less susceptible.

Cincinnati General Fund Revenues by Type, Excluding Income & Property Tax, 2003-2010



As shown in the following table, from 2004 to 2008, the City of Cincinnati's total General Fund revenues increased by over 15 percent; however, when including the most recent years, the impact of the recession results in a growth rate between 2004 and 2010 of only about 6 percent in total General Fund revenues bringing current levels to those of 2005.

Revenue Trends (in millions) City of Cincinnati, 2004-2010							
	2004	2005	2006	2007	2008	2009	2010 estimated
City Income Tax	$193.4	$210.5	$222.9	$226.5	$236.8	$223.8	$215.5
Property Tax[6]	29.0	28.9	32.0	29.5	$29.3	$29.3	$29.0
Local Govt. Fund-OH	29.6	29.6	29.7	29.4	$29.2	$25.5	$25.2
Estate Tax-OH	23.4	20.7	16.7	15.6	$18.0	$13.2	$15.0
Charges for services	15.7	17.4	18.1	19.6	$20.0	$20.4	$20.7
Investments & rents	6.3	6.0	9.5	13.1	$10.7	$7.9	$8.7
Licenses & permits	6.4	6.7	7.3	7.7	$7.7	$7.7	$7.8
Courts (fines, etc.)	4.1	4.3	4.8	4.3	$4.9	$5.0	$5.1
Admissions tax, etc.	3.9	3.7	4.8	4.4	$4.6	$4.0	$3.7
Miscellaneous	3.5	6.1	2.3	3.5	$3.7	$5.1	$3.9
TOTAL	$315.1	$334.0	$347.9	$353.6	$364.7	$341.8	$334.5
% change	1.2%	6.0%	4.2%	1.6%	3.1%	-6.3%	-2.1%

The table on the next page shows the rate at which each revenue source has increased or decreased from year to year. Note that the large percentage changes have generally occurred in the smaller revenue categories. Most of these changes amount to fluctuations in trends that show modest overall change. Not surprisingly, for 2010 many revenue sources are projected to continue to decline as they did in 2008 and 2009. Investments and rents declined sharply in 2009, 26 percent, but are projected to recover almost half of the losses in 2010 with 11 percent annual growth. City income taxes are expected to continue declining through 2010.

[6] Property taxes in 2006 were larger than $29 million as the forecast by the County Auditor, which is used to set the millage rate, underestimated total property values that were actually realized in 2006.

Annual Changes in City of Cincinnati Revenue, 2004-2010							
	2004	2005	2006	2007	2008	2009	2010 estimated
City Income Tax	2.9%	8.9%	5.9%	1.6%	4.5%	-5.5%	-3.7%
Property Tax[7]	-5.0%	-0.3%	10.6%	-7.7%	-0.9%	0.1%	-1.0%
Local Govt. Fund-OH	0.6%	0.1%	0.1%	-0.9%	-0.6%	-12.8%	-1.2%
Estate Tax-OH	6.4%	-11.6%	-19.3%	-6.5%	15.2%	-26.6%	13.7%
Charges for services	18.6%	11.0%	3.9%	8.6%	1.8%	2.1%	1.6%
Investments & rents	-37.4%	-4.0%	57.9%	37.9%	-18.5%	-26.0%	10.7%
Licenses & permits	8.6%	6.2%	7.7%	5.3%	0.7%	-0.3%	0.8%
Courts (fines, etc.)	10.0%	5.0%	13.2%	-11.2%	13.7%	1.2%	3.1%
Admissions tax, etc.	-4.5%	-5.0%	27.8%	-7.0%	3.2%	-11.8%	-8.2%
Miscellaneous	-24.0%	75.4%	-63.1%	53.9%	5.5%	38.0%	-23.7%
TOTAL	1.2%	6.0%	4.2%	1.6%	3.1%	-6.3%	-2.1%

The recession has largely eliminated any revenue growth over the last four years. The projected change in total General Fund revenues from 2006 through 2010 is more than $13 million, or 4 percent. While the City Income tax represents the largest amount of decline, more than $7 million, admissions and other similar taxes have experienced the largest proportional decline, 22 percent.

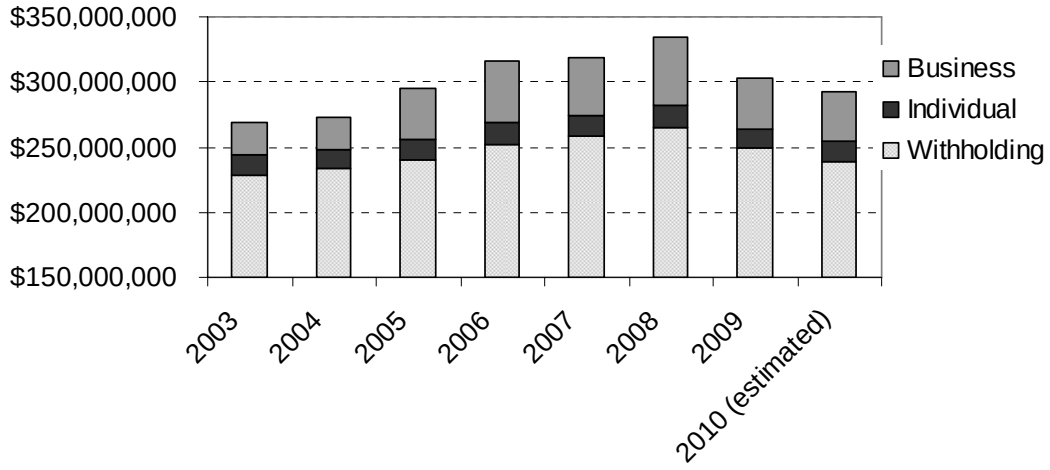
4-Year Revenue Changes, by Category		
	2006-2010	% change
City Income Tax	***($7,438,000)***	*-3%*
Property Tax	*($2,997,679)*	*-9%*
Local Govt. Fund-OH	*($4,494,400)*	*-15%*
Estate Tax-OH	*($1,671,908)*	*-10%*
Investments & rents	$2,659,085	15%
Charges for services	*($757,898)*	*-8%*
Licenses & permits	$483,974	7%
Courts (fines, etc.)	$262,086	5%
Admissions tax, etc.	*($1,065,135)*	*-22%*
Miscellaneous	$1,600,000	71%
TOTAL	***($13,419,875)***	*-4%*

[7] Property taxes in 2006 were larger than $29 million as the forecast by the County Auditor, which is used to set the millage rate, underestimated total property values that were actually realized in 2006.

Income Tax Analysis

Given the dominating role of the City's income tax, it deserves a closer look. This section will examine some characteristics of the income tax, breaking down gross total receipts (not just the General Fund portion) into the three major payer categories and looking briefly at receipts from large businesses.

Income Tax Receipts, by Source 2003-2010



The chart above shows several things clearly. First, keeping in mind that the base is $150 million, withholdings from employee pay checks represent over 80 percent of all income tax receipts. Second, changes to income tax receipts are driven largely by changes to withholdings and secondarily by changes in business taxes. Both have declined since 2008. Projected income tax revenues for 2010 are slightly less than the amount collected in 2005, also illustrated in the table below.

City of Cincinnati Income Tax Receipts, 2003-2010

	2003	2004	2005	2006	2007	2008	2009	2010 estimated
Withholding	$228.9	$233.1	$240.2	$251.4	$258.1	$264.8	$250.0	$239.4
Business	$25.7	$25.1	$38.4	$46.7	$44.8	$51.7	$39.10	$38.00
Individual	$14.7	$15.0	$16.2	$18.0	$16.2	$17.4	$14.12	$14.60
TOTAL	$269.2	$273.3	$294.8	$316.1	$319.2	$333.9	$303.2	$292.0
% change		*1.5%*	*7.9%*	*7.2%*	*1.0%*	*4.6%*	*-9.2%*	*-3.7%*

How did each of the individual categories change?

- Withholdings increased between two and five percent in each year, prior to 2009, but has declined by more than 5 percent in 2009 and is expected to shrink another 4 percent in 2010. Withholdings for 2010 are projected to be at about 2005 levels.
- Business profits taxes show significant volatility from year to year, displaying large gains in 2005 and 2006. In 2009, business profits taxes declined by 24 percent over 2008 and another 3 percent decline is expected for 2010.
- Individual payments experienced growth in all years leading up to the recession except 2007 in which these receipts declined 10 percent. In 2009, individual payments declined nearly 19 percent, but are anticipated to grow modestly, about 3 percent in 2010. This source of tax revenue is projected to remain at near 2003 levels through 2010.

Role of Very Large Employers

City staff identified the top 150 employers in the area of business profits taxes. These 150 employers accounted for nearly $32 million of the total $39 million in business profits tax receipts in 2009, and more than $40 million of the $51 million in business profits tax receipts in 2008. The data indicate the business profits tax receipts from the top 150 employers varies considerably and accounts for nearly all of the decline in tax receipts in 2009.

Similarly, nearly two-thirds of the withholding receipts derive from these 150 largest local employers.

Revenue Forecasts

The following forecast of several categories of revenues for the City of Cincinnati was developed after an analysis of actual revenues for the past five years, taking into consideration local demographic and economic factors and the economic outlook presented earlier.

As shown in the table on the next page, the forecasts for the different types of revenue exhibit different patterns of change. A brief explanation of each one follows the table.

Revenue Forecasts (in millions) City of Cincinnati, 2010-2016							
	2010	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
City Income Tax	$215.5	$215.5	$216.6	$223.9	$231.9	$240.1	$248.7
% change		*-0.01%*	*0.53%*	*3.40%*	*3.54%*	*3.54%*	*3.55%*
Property Tax	29.0	29.0	29.0	29.0	29.0	29.0	29.0
% change		*0.20%*	*-0.16%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Local Govt. Fund (OH)	25.2	25.4	26.4	27.2	27.9	29.1	29.9
% change		*1.04%*	*3.71%*	*2.95%*	*2.91%*	*4.21%*	*2.81%*
Casino Gross Revenue (City portion)				19.2	20.4	21.4	22.3
% change					*6.50%*	*4.75%*	*4.00%*
Estate Tax (OH)	15.0	14.4	14.8	15.3	15.3	15.8	15.9
% change		*-4.07%*	*3.17%*	*3.09%*	*0.30%*	*3.01%*	*0.30%*

City Income Tax
Income tax revenues for the City are expected to increase in future years; although the recession's impact remains to be seen. The average annual increase over the next six years is projected to be 3.5 percent, which is about 1.2 percentage points less than the average increase from 2004 to 2008. The current estimate is based on an expected continuation of the moderately strong showing of the City in the area of payroll employment and a national forecast that anticipates a relatively strong return to economic expansion, with only modest inflation.

Property Tax
The City's property tax revenues have been legislated to remain at approximately $29 million, thus this forecast anticipates future property tax revenues at about this amount.

Local Government Fund
Revenues received through distribution of local government funds, which are passed down from the state through the counties, are expected to increase slightly as the economy improves, growing at an average rate of 2.3 percent annually. Between 2004 and 2009, this revenue source has declined at an average annual rate of 0.5 percent. This was the result of a freeze imposed by the State on this fund between 2001 and 2007, and likely also due to the recession.

Casino Gross Revenue Tax
Upon completion of the Casino at Broadway Commons, the most significant source of revenue to the City from that development will derive from the tax on casino gross revenues. Construction of the casino is anticipated to be completed in 2012. The City of Cincinnati will receive tax revenues through the State government, an estimated total of $19.2 million in the first full year of operation, anticipated to be 2013. Projected

growth in this revenue source depends on the growth of the business and is based on market analysis estimates conducted by the Innovation Group (2009).

Estate Tax

The forecast for the estate tax varies considerably on an annual basis. For a number of reasons, this forecast contains the greatest level of uncertainty, both for individual years and for the overall trend. As recent history demonstrates, revenues for individual years vary dramatically, falling from $23.4 million in 2004 to less than $16 million in 2007 due to a change in State law. Current year estimates have this source amounting to about $15 million. Year-to-year changes can result from the timing of the settling of one or two large estates.

APPENDICES

Appendix 1: Selected Comparison Areas

Population for Cincinnati City and Comparison, 2000, 2004 and 2008[1]

	2000	2004	2008
Buffalo City	292,077	282,864	263,366
Cincinnati City	**330,502**	**314,154**	333,336
Cleveland City	476,581	458,684	408,101
Columbus City	714,155	730,008	740,086
Dayton City	165,810	160,293	143,974
Indianapolis City	781,870	766,094	798,594
Milwaukee City	596,974	554,965	581,099
Pittsburgh City	333,791	322,450	297,187
St. Louis City	346,795	343,279	354,361
Toledo City	313,252	304,973	283,772
Hamilton County, OH	**843,974**	**813,639**	**792,692**
Buffalo-Niagra Falls, NY	1,168,952	1,154,378	1,124,309
Cincinnati-Middletown, OH-KY-IN	**2,014,485**	**2,058,221**	**2,155,435**
Cleveland-Elyria-Mentor, OH	2,148,666	2,137,073	2,088,291
Columbus, OH	1,618,908	1,693,906	1,773,120
Dayton, OH	848,022	845,646	836,544
Indianapolis-Carmel, IN	1,607,486	1,664,412	1,715,128
Milwaukee-Waukesha-West Allis, WI	1,500,741	1,483,023	1,549,308
Pittsburgh, PA	2,429,259	2,401,575	2,351,192
St. Louis, MO-IL	2,701,827	2,764,054	2,813,373
Toledo, OH	659,211	658,236	649,104

[1] U.S Census Bureau, American Community Survey

Percent Female, Cincinnati City and Comparison Areas, 2000, 2004 and 2008[2]

	2000	2004	2008
Buffalo City	53.01	49.99	52.79
Cincinnati City	**52.87**	**54.89**	**52.88**
Cleveland City	52.73	51.01	52.54
Columbus City	51.38	50.76	50.68
Dayton City	51.67		51.25
Indianapolis City	51.61	51.65	51.41
Milwaukee City	52.20	52.48	52.06
Pittsburgh City	52.51	53.72	51.63
St. Louis City	52.97	53.70	52.36
Toledo City	52.04	53.23	51.69
Buffalo-Niagra Falls, NY	52.64	51.96	51.77
Cincinnati-Middletown, OH-KY-IN			**51.16**
Cleveland-Lorain-Elyria, OH	52.03	51.97	51.91
Columbus, OH			50.53
Indianapolis-Carmel, IN	51.18	51.26	50.98
Milwaukee-Waukesha-West Allis, WI	51.54	51.21	51.06
Dayton-Springfield, OH	51.51	51.71	51.51
Pittsburgh, PA	52.23	52.03	51.82
St. Louis, MO-IL	51.92	51.97	51.67
Toledo, OH	51.27	51.92	51.42

[2]U.S Census Bureau, American Community Survey

Population 16 and Older, Cincinnati City and Comparison Areas, 2000, 2004 and 2008[3]

	2000	2004	2008
Cincinnati City	**257,766**	**223,179**	**237,421**
Cleveland City	354,854	319,506	316,497
Columbus City	555,471	540,318	575,635
Dayton City	128,872	NA	115,840
Toledo City	239,663	232,816	220,401
Buffalo City	223,437	201,787	208,844
Indianapolis City	594,437	570,563	610,210
Milwaukee City	429,718	413,250	439,816
Pittsburgh City	275,396	240,408	250,892
St. Louis City	268,036	256,141	276,692
Cincinnati-Middletown, OH-KY-IN	**NA**	**NA**	**1,679,849**
Cleveland-Elyria-Mentor, OH	347,086	2,250,843	1,660,406
Columbus, OH	NA	NA	1,369,746
Dayton, OH	714,663	722,077	667,045
Indianapolis-Carmel, IN	429,718	1,256,901	1,310,332
Milwaukee-Waukesha-West Allis, WI	NA	NA	1,209,300
Toledo, OH	458,812	466,710	513,130
Buffalo-Niagra Falls, NY	885,496	886,139	914,812
Pittsburgh, PA	1,828,517	1,825,463	1,932,348
St. Louis, MO-IL	1,944,525	2,040,831	2,219,004

[3] U.S Census Bureau, American Community Survey

Population 20 to 34, Cincinnati City and Comparison Areas, 2000, 2004 and 2008[4]

	2000	2004	2008
Cincinnati City	**86,787**	**68,858**	**66,345**
Cleveland City	104,034	89,165	77,000
Columbus City	213,962	196,166	194,569
Dayton City	39,950		33,432
Toledo City	72,208	72,127	62,627
Buffalo City	65,486	57,295	65,900
Pittsburgh City	83,167	67,521	75,107
St. Louis City	80,942	73,316	69,167
Indianapolis, Indiana	190,011	165,665	156,780
Milwaukee city, Wisconsin	140,518	131,979	131,086
Cincinnati-Middletown, OH-KY-IN	**NA**	**NA**	**419,940**
Cleveland-Elyria-Mentor, OH	539,090	522,413	358,968
Columbus, OH	NA	NA	381,945
Dayton, OH	184,086	173,248	159,431
Toledo, OH	123,209	129,604	131,731
Buffalo-Niagra Falls, NY	206,295	200,586	216,118
Pittsburgh, PA	401,082	384,133	401,241
St. Louis, MO-IL	492,317	526,911	539,821
Indianapolis, IN MSA	337,107	343,477	338,411
Milwaukee--Waukesha, WI PMSA; Milwaukee--Racine, WI CMSA	NA	288,135	283,173

[4] U.S Census Bureau, American Community Survey

Percent of Population in Poverty, Cincinnati City and Comparison Areas, 2000, 2004 and 2008[5]

	2000	2004	2008
Cincinnati City	**24.91**	**19.60**	**23.91**
Cleveland City	26.27	23.20	29.75
Columbus City	14.81	16.70	19.72
Dayton City	22.99		27.04
Toledo City	17.89	16.50	24.04
Buffalo City	26.60	25.90	29.02
Pittsburgh City	20.38	18.80	19.71
St. Louis City	24.57	21.60	22.34
Indianapolis city (balance), Indiana	10.81	13.05	15.88
Milwaukee city, Wisconsin	18.79	26.01	22.75
Hamilton County, OH		**11.90**	
Cincinnati-Middletown, OH-KY-IN	**NA**	**NA**	**10.98**
Cleveland-Elyria-Mentor, OH	11.81	12.45	12.99
Columbus, OH	NA	12.60	12.40
Dayton, OH	11.30		12.28
Toledo, OH	11.18	11.60	15.32
Buffalo-Niagra Falls, NY	11.69	13.90	12.91
Pittsburgh, PA	10.93	10.60	11.59
St. Louis, MO-IL	8.72	10.60	11.01
Indianapolis-Carmel, IN Metro Area	8.34	10.37	11.22
Milwaukee-Waukesha-West Allis, WI Metro Area	NA	NA	11.57

[5] U.S Census Bureau, American Community Survey

Median Home Value of Owner Occupied Housing Units for Cincinnati and Comparison Areas, 2000, 2004 and 2008[6]

	2000	2004	2008
Cincinnati City	**93,000**	**118,351**	**134,800**
Cleveland City	72,100	83,933	87,600
Columbus City	101,400	127,573	143,700
Dayton City	67,300	NA	81,500
Toledo City	75,300	96,112	101,400
Buffalo City	59,300	59,368	67,800
Pittsburgh City	59,700	73,271	86,000
St. Louis City	63,900	91,243	128,000
Indianapolis city (balance), Indiana	102,398	112,924	125,500
Milwaukee city, Wisconsin	82,678	111,573	147,900
Hamilton Co	**111,400**		
Cincinnati-Middletown, OH-KY-IN	**114,107**	**NA**	**161,200**
Cleveland-Elyria-Mentor, OH	117,900	136,547	153,300
Columbus, OH	120,900	NA	166,500
Dayton, OH	99,000	116,637	132,000
Toledo, OH	96,800	96,112	137,400
Buffalo-Niagra Falls, NY	89,100	93,479	115,900
Pittsburgh, PA	86,100	98,829	119,400
St.Louis, MO-IL	99,400	134,295	164,500
Indianapolis-Carmel, IN	113,402	129,118	147,200
Milwaukee-Waukesha-West Allis, WI	NA	169,963	212,200

[6] U.S Census Bureau, American Community Survey

Percent of Housing Units Vacant, City of Cincinnati and Comparison Areas, 2000, 2004 and 2008[7]

	2000	2004	2008
Cincinnati City	**10.79**	**16.37**	**23.28**
Cleveland City	11.68	15.01	21.72
Columbus City	7.84	16.94	14.94
Dayton City	12.82	NA	24.29
Toledo City	7.83	10.39	13.41
Buffalo City	15.7	14.69	17.77
Pittsburgh City	12.01	15.53	17.83
St. Louis City	16.6	21.01	21.35
Indianapolis City	9.17	14.6	14.91
Milwaukee City	6.84	10.28	11.27
Hamilton County, OH	**7.12**		
Cincinnati-Middletown, OH-KY-IN	**6.41**	**NA**	**10.94**
Cleveland-Lorain-Elyria, OH	6.37	8.17	11.51
Columbus, OH	6.48	NA	11.26
Dayton-Springfield, OH	7.02	8.24	11.30
Toledo, OH	6.33	8.77	13.15
Buffalo-Niagra Falls, NY	8.38	8.8	9.56
Pittsburgh, PA	7.61	10.22	10.88
St. Louis, MO-IL	7.37	8.97	9.81
Indianapolis-Carmel, IN	7.56	10.26	11.48
Milwaukee-Waukesha-West Allis, WI	4.95	6.74	7.31

[7] U.S Census Bureau, American Community Survey

Percent Occupied Housing Units Renter Occupied, Cincinnati City and Comparison Areas, 2000, 2004 and 2008[8]

	2000	2004	2008
Cincinnati City	**61.03**	**63.75**	**57.21**
Cleveland City	51.46	51.46	53.79
Columbus City	50.92	46.15	49.96
Dayton City	47.24		48.99
Toledo City	40.23	37.11	41.26
Buffalo City	56.55	50.69	59.41
Pittsburgh City	47.87	45.82	47.82
St. Louis City	53.13	49.49	48.83
Indianapolis City	41.34	39.35	39.88
Milwaukee City	54.70	55.57	52.12
Hamilton County, OH	**40.14**	**39.39**	**36.26**
Cincinnati-Middletown, OH-KY-IN	**32.92**		**30.31**
Cleveland-Lorain-Elyria, OH	31.16	31.47	32.03
Columbus, OH	37.68		35.16
Dayton-Springfield, OH	32.81		33.31
Toledo, OH	32.72		31.93
Buffalo-Niagra Falls, NY	33.83	31.91	33.35
Pittsburgh, PA	28.71	26.37	28.88
St. Louis, MO-IL	28.63		27.52
Indianapolis-Carmel, IN	32.20	31.28	30.56
Milwaukee-Waukesha-West Allis, WI	37.87		36.19

[8] U.S Census Bureau, American Community Survey

Civilian Labor Force for Cincinnati City and Comparison, 2000 through 2009[9]

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Buffalo City	124,944	123,474	124,807	124,379	124,701	123,627	122,860	121,079	122,726	123,256
Cincinnati City	**160,403**	**159,431**	**159,859**	**156,277**	**154,784**	**152,932**	**164,000**	**164,261**	**164,824**	**161,633**
Cleveland City	203,656	203,556	204,007	195,795	192,647	189,631	187,032	186,115	184,034	181,747
Columbus City	399,334	403,314	405,510	405,076	404,367	405,144	410,160	418,527	422,244	419,484
Dayton City	73,262	73,341	73,518	72,306	71,300	70,591	70,444	70,057	69,832	69,420
Indianapolis City	420,529	423,715	424,164	424,467	421,648	421,054	423,172	423,396	426,246	416,596
Milwaukee City	283,482	281,783	277,341	273,986	268,945	266,114	267,194	278,372	277,020	273,034
Pittsburgh City	156,116	157,119	156,713	154,430	153,101	151,190	150,497	150,864	153,204	152,383
St. Louis City	161,815	163,490	163,410	161,226	161,129	156,774	155,964	156,809	155,270	153,897
Toledo City	151,441	151,267	151,100	147,682	146,195	145,040	145,565	143,837	143,447	140,235
Buffalo-Niagra Falls, NY	578,522	573,470	580,960	581,206	585,102	585,000	584,175	579,090	586,335	585,533
Cincinnati-Middletown, OH-KY-IN	**1,045,789**	**1,049,256**	**1,057,041**	**1,071,302**	**1,081,249**	**1,093,792**	**1,108,987**	**1,121,256**	**1,127,534**	**1,115,681**
Cleveland-Elyria-Mentor, OH	1,105,889	1,108,246	1,105,537	1,105,556	1,096,865	1,091,575	1,096,618	1,102,363	1,099,430	1,079,399
Columbus, OH	881,927	895,293	902,883	908,233	914,140	923,185	940,403	957,225	965,721	960,047
Dayton, OH	431,838	431,344	429,279	428,556	425,370	424,901	427,910	426,764	424,865	422,481
Indianapolis-Carmel, IN	820,767	835,639	847,504	860,039	865,005	876,621	894,085	899,466	905,493	883,973
Milwaukee-Waukesha-West Allis, WI	807,508	807,198	796,950	792,981	786,461	785,622	796,611	807,420	804,253	786,621
Pittsburgh, PA	1,191,586	1,209,385	1,212,806	1,201,056	1,200,574	1,196,090	1,198,076	1,199,170	1,217,955	1,216,979
St. Louis, MO-IL	1,423,746	1,432,648	1,434,464	1,425,463	1,424,186	1,432,043	1,440,782	1,444,524	1,440,341	1,426,016
Toledo, OH	337,749	337,466	335,488	335,005	335,204	336,473	339,942	337,878	336,306	329,049

[9] U.S. Bureau of Labor Statistics

Unemployment Rate for Cincinnati City and Comparison, 2000 through 2009[10]

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Buffalo City	5.1	5.8	6.8	7.2	7.3	6.5	6.3	6.0	7.2	10.3
Cincinnati City	**5.3**	**5.8**	**7.8**	**6.1**	**6.2**	**6.1**	**5.5**	**5.6**	**6.1**	**9.2**
Cleveland City	7.4	8.1	10.2	8.1	8.2	7.7	7.2	7.8	8.5	11.0
Columbus City	3.6	3.9	5.7	5.4	5.4	5.2	4.7	4.7	5.5	8.4
Dayton City	6.9	7.9	10.2	7.5	7.8	7.4	7.0	7.2	8.5	12.7
Indianapolis City	2.7	3.8	5.3	5.5	5.5	5.5	4.9	4.5	5.6	8.9
Milwaukee City	5.3	6.7	8.2	8.7	7.7	7.2	6.9	6.7	6.6	11.1
Pittsburgh City	4.5	4.7	5.7	5.9	5.8	5.3	4.7	4.4	5.2	7.2
St. Louis City	5.2	6.7	7.8	8.5	8.8	8.1	6.9	7.0	7.8	10.5
Toledo City	5.5	6.0	8.2	8.0	7.9	7.3	6.7	7.3	9.0	13.4
Buffalo-Niagra Falls, NY	4.3	4.9	5.6	5.9	5.8	5.3	5.1	4.9	6.0	8.6
Cincinnati-Middletown, OH-KY-IN	**3.6**	**4.1**	**5.1**	**5.3**	**5.3**	**5.3**	**5.2**	**5.0**	**5.8**	**9.5**
Cleveland-Elyria-Mentor, OH	3.9	4.4	5.4	6.0	5.9	5.7	5.5	6.0	6.8	9.1
Columbus, OH	3.2	3.5	5.0	5.3	5.4	5.2	4.7	4.7	5.5	8.5
Dayton, OH	3.9	4.4	5.8	6.2	6.2	6.0	5.7	5.9	7.1	11.3
Indianapolis-Carmel, IN	2.4	3.3	4.6	4.8	4.7	4.8	4.3	4.0	5.1	8.3
Milwaukee-Waukesha-West Allis, WI	3.6	4.6	5.8	6.1	5.4	5.0	4.8	4.9	4.8	8.7
Pittsburgh, PA	4.4	4.7	5.7	5.9	5.7	5.2	4.7	4.3	5.1	7.5
St. Louis, MO-IL	3.5	4.6	5.4	5.8	6.0	5.6	5.1	5.3	6.6	9.5
Toledo, OH	4.3	4.8	6.5	7.1	7.0	6.5	6.0	6.4	8.0	12.5

[10] U.S. Bureau of Labor Statistics

City of Cincinnati Revenue Trends and Forecast, 2004-2016

							Estimate	Forecast							
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
REVENUE															
City Income Tax	193,411,104	210,536,625	222,938,000	226,509,000	236,750,000	223,800,000	215,500,000	215,471,475	216,610,266	223,982,118	231,912,518	240,132,286	248,652,276	257,483,758	266,638,439
Property Tax	29,002,567	28,918,928	31,985,679	29,506,921	29,250,000	29,270,000	28,988,000	29,045,815	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000
Local Govt. Fund-OH	29,598,246	29,634,438	29,660,500	29,400,424	29,210,000	25,480,000	25,166,100	25,428,227	26,371,476	27,150,632	27,941,063	29,116,050	29,934,666	30,764,556	31,605,720
Casino Gross Revenue Disbursement (City Portion)										19,184,089	20,431,055	21,401,530	22,257,591	23,036,607	23,842,888
Estate Tax-OH	23,372,831	20,666,355	16,671,908	15,585,506	17,960,000	13,190,000	15,000,000	14,388,823	15,462,885	16,129,540	16,177,680	16,641,867	17,108,523	17,368,389	17,839,365
Tax Revenue Subtotal	275,384,748	289,756,346	301,256,087	301,001,851	313,170,000	291,740,000	284,654,100	284,334,341	287,444,627	315,446,379	325,462,316	336,291,733	346,953,055	357,653,310	368,926,412
All Other Sources Subtotal	39,755,142	44,258,788	46,682,718	52,566,749	51,480,000	50,020,000	49,864,830	50,882,637	52,581,753	53,132,261	54,085,212	54,694,943	55,589,015	56,170,208	56,944,617
TOTAL GENERAL FUND REVENUE	315,139,890	334,015,134	347,938,805	353,568,600	364,650,000	341,760,000	334,518,930	335,216,978	340,026,380	368,578,640	379,547,528	390,986,676	402,542,070	413,823,518	425,871,029
- Change from previous year		6.0%	4.2%	1.6%	3.1%	-6.3%	-2.1%	0.2%	1.4%	8.4%	3.0%	3.0%	3.0%	2.8%	2.9%
Previous Forecast	315,139,890	334,015,134	347,938,805	353,568,600	358,355,434	354,727,516	352,710,829	360,946,326	376,834,356	393,581,766	412,693,995	434,373,569	454,016,359		
- Change from previous year			0.0%	0.0%	1.4%	-1.0%	-0.6%	2.3%	4.4%	4.4%	4.9%	5.3%	4.5%		

Calculations for Forecast

City Income Tax	193,411,104	210,536,625	222,938,000	226,509,000	236,750,000	223,800,000	215,500,000	215,471,475	216,610,266	223,982,118	231,912,518	240,132,286	248,652,276	257,483,758	266,638,439
	2.9%	8.9%	5.9%	1.6%	4.5%	-5.5%	-3.7%	-0.01%	0.53%	3.40%	3.54%	3.54%	3.55%	3.55%	3.56%
Property Tax	29,002,567	28,918,928	31,985,679	29,506,921	29,250,000	29,270,000	28,988,000	29,045,815	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000	29,000,000
	-5.0%	-0.3%	10.6%	-7.7%	-0.9%	0.1%	-1.0%	0.20%	-0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Local Govt. Fund-OH	29,598,246	29,634,438	29,660,500	29,400,424	29,210,000	25,480,000	25,166,100	25,428,227	26,371,476	27,150,632	27,941,063	29,116,050	29,934,666	30,764,556	31,605,720
	0.6%	0.1%	0.1%	-0.9%	-0.6%	-12.8%	-1.2%	1.04%	3.71%	2.95%	2.91%	4.21%	2.81%	2.77%	2.73%
Casino Gross Revenue Disbursement (City Portion)										19,184,089	20,431,055	21,401,530	22,257,591	23,036,607	23,842,888
											6.50%	4.75%	4.00%	3.50%	3.50%
Estate Tax-OH	23,372,831	20,666,355	16,671,908	15,585,506	17,960,000	13,190,000	15,000,000	14,388,823	15,462,885	16,129,540	16,177,680	16,641,867	17,108,523	17,368,389	17,839,365
	6.37%	-11.58%	-19.33%	-6.52%	15.24%	-26.56%	13.72%	-4.07%	7.46%	4.31%	0.30%	2.87%	2.80%	1.52%	2.71%
Other Sources Subtotal	39,755,142	44,258,788	46,682,718	52,566,749	51,480,000	50,020,000	49,864,830	50,882,637	52,581,753	53,132,261	54,085,212	54,694,943	55,589,015	56,170,208	56,944,617
% change from previous year:	-4.07%	11.33%	5.48%	12.60%	-2.07%	-2.84%	-0.31%	2.04%	3.34%	1.05%	1.79%	1.13%	1.63%	1.05%	4.11%
% of 2008:					100.0%	97.2%	96.9%	98.8%	102.1%	103.2%	105.1%	106.2%	108.0%	109.1%	110.6%

National and Local Economic Trends and Outlook, 2004-2018

	Actual						Estimate	Forecast							
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
GDP AND INCOME															
US GDP, Real [in billions of chained 2005$]	12,263.8	12,638.4	12,976.2	13,254.1	13,312.2	12,987.4	13,310.9	13,668.9	14,203.8	14,688.8	15,125.7	15,537.1	15,941.2	16,350.6	16,777.1
annual percent change		*3.1%*	*2.7%*	*2.1%*	*0.4%*	*-2.4%*	*2.5%*	*2.7%*	*3.9%*	*3.4%*	*3.0%*	*2.7%*	*2.6%*	*2.6%*	*2.6%*
US GDP, Nominal [in billions]	11,867.8	12,638.4	13,398.9	14,077.6	14,441.4	14,256.3	14,773.4	15,370.5	16,205.1	17,081.7	17,929.5	18,738.2	19,552.8	20,386.9	21,253.8
annual percent change		*6.5%*	*6.0%*	*5.1%*	*2.6%*	*-1.3%*	*3.6%*	*4.0%*	*5.4%*	*5.4%*	*5.0%*	*4.5%*	*4.3%*	*4.3%*	*4.3%*
price deflator	*96.4*	*100*	*103.38*	*106.408*	*109.765*	*109.817*	*113.800*	*118.400*	*124.829*	*131.581*	*138.112*	*144.341*	*150.616*	*157.042*	*163.719*
US Personal Income, Nominal [in billions]	9,937.2	10,485.9	11,268.1	11,894.1	12,238.8	12,026.1	12,487.2	12,970.5	13,652.2	14,385.0	15,209.7	16,035.1	16,873.4	17,723.2	18,614.6
annual percent change		5.5%	7.5%	5.6%	2.9%	-1.7%	3.8%	3.9%	5.3%	5.4%	5.7%	5.4%	5.2%	5.0%	5.0%
INFLATION & INTEREST RATES															
Consumer Price Index															
CPI-U (all urban consumers)	188.9	195.3	201.6	207.3	215.3	214.5	218.9	223.0	227.0	231.2	235.4	240.1	245.1	250.2	255.4
annual inflation rate		3.39%	3.23%	2.85%	3.84%	-0.36%	2.03%	1.86%	1.82%	1.84%	1.83%	1.99%	2.05%	2.09%	2.09%
Interest Rates (percent, nominal)															
Federal Funds Rate	1.35%	3.22%	4.97%	5.02%	1.92%	0.16%	0.24%	1.70%	3.10%	3.76%	4.39%	4.75%	4.75%	4.75%	4.75%
10-Year Treasury Note	4.27%	4.29%	4.80%	4.63%	3.66%	3.26%	3.85%	4.20%	4.20%	4.50%	4.90%	5.20%	5.40%	5.60%	5.60%
POPULATION															
Population															
Cincinnati MSA	2,083,905	2,102,422	2,122,711	2,148,315	2,158,643	2,171,896	2,187,140	2,200,483	2,213,907	2,227,413	2,241,001	2,254,672	2,268,427	2,282,266	2,296,189
Hamilton County	846,707	847,182	847,656	855,928	853,508	855,062	851,154	847,265	843,393	839,538	835,702	831,883	828,081	824,297	820,530
Cincinnati city	331,689	331,310	332,144	333,326	333,336	333,503	333,477	333,452	333,426	333,401	333,375	333,350	333,324	333,299	333,273
Population change															
Cincinnati MSA		*0.89%*	*0.97%*	*1.21%*	*0.48%*	*0.61%*	*0.70%*	*0.61%*	*0.61%*	*0.61%*	*0.61%*	*0.61%*	*0.61%*	*0.61%*	*0.61%*
Hamilton County		*0.06%*	*0.06%*	*0.98%*	*-0.28%*	*0.18%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*	*-0.46%*
Cincinnati city		*-0.11%*	*0.25%*	*0.36%*	*0.00%*	*0.05%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*	*-0.01%*
EMPLOYMENT AND UNEMPLOYMENT															
Resident Employment															
U.S. (in thousands)	139,252	141,730	144,427	146,046	145,363	139,878	139,188	141,383	145,201	148,399	150,587	152,335	153,923	155,499	157,099
Cincinnati MSA	1,024,000	1,035,400	1,051,800	1,065,000	1,062,200	1,023,148	1,010,187	1,025,987	1,053,518	1,077,095	1,093,161	1,105,361	1,116,359	1,127,902	1,138,767
Hamilton County	397,000	395,900	404,300	414,400	413,600	400,221	381,023	386,758	396,835	406,359	412,738	416,501	419,743	424,276	427,092
Cincinnati city	145,100	143,600	155,000	155,100	154,800	150,000	141,200	143,300	147,000	150,600	153,000	154,300	155,400	157,100	158,000
Resident Employment change															
U.S.		1.78%	1.90%	1.12%	-0.47%	-3.77%	-0.49%	1.58%	2.70%	2.20%	1.47%	1.16%	1.04%	1.02%	1.03%
Cincinnati MSA		1.11%	1.58%	1.25%	-0.26%	-3.68%	-1.27%	1.56%	2.68%	2.24%	1.49%	1.12%	0.99%	1.03%	0.96%
Hamilton County		-0.28%	2.12%	2.50%	-0.19%	-3.23%	-4.80%	1.51%	2.61%	2.40%	1.57%	0.91%	0.78%	1.08%	0.66%
Cincinnati city		-1.03%	7.94%	0.06%	-0.19%	-3.10%	-5.87%	1.49%	2.58%	2.45%	1.59%	0.85%	0.71%	1.09%	0.57%
Unemployment Rate															
U.S.	5.8%	6.0%	5.5%	5.1%	5.8%	9.3%	10.0%	9.4%	8.3%	7.2%	6.5%	6.2%	6.0%	5.6%	5.4%
Cincinnati MSA	5.1%	5.3%	5.3%	5.3%	5.8%	10.0%	10.2%	9.7%	8.7%	7.6%	6.8%	6.5%	6.3%	5.9%	5.7%
Cincinnati city	7.8%	6.1%	6.2%	6.1%	6.1%	9.3%	14.9%	13.9%	11.9%	10.0%	8.8%	8.3%	7.9%	7.2%	6.9%
PAYROLL EMPLOYMENT															
Hamilton County	538,941	536,484	531,707	529,434	524,056	515,853	513,763	505,198	486,058	481,430	484,663	494,750	505,217	512,626	518,529
percent change		*-0.5%*	*-0.9%*	*-0.4%*	*-1.0%*	*-1.6%*	*-0.4%*	*-1.7%*	*-3.8%*	*-1.0%*	*0.7%*	*2.1%*	*2.1%*	*1.5%*	*1.2%*
Cincinnati city	253,860	251,829	252,029	250,455	249,953	247,920	245,374	240,667	230,811	228,166	229,336	233,778	238,335	241,831	244,615
percent change		*-0.8%*	*0.1%*	*-0.6%*	*-0.2%*	*-0.8%*	*-1.0%*	*-1.9%*	*-4.1%*	*-1.1%*	*0.5%*	*1.9%*	*1.9%*	*1.5%*	*1.2%*
INCOME TAX REVENUE															
Total Revenue	193,411,104	210,536,625	222,938,000	226,509,000	236,750,000	223,800,000	215,500,000	215,471,433	216,610,150	223,981,925	231,912,319	240,132,080	248,652,062	257,483,537	266,638,210
percent change		8.85%	5.89%	1.60%	4.52%	-5.47%	-3.71%	-0.01%	0.53%	3.40%	3.54%	3.54%	3.55%	3.55%	3.56%

City of Cincinnati
2010 Neighborhood Summit Citizen Survey

Introduction

This report summarizes the significant findings from a non-scientific survey conducted by the Office of Budget and Evaluation for the City of Cincinnati. A total of 90 participants from various neighborhoods within the city filled out the survey at the Neighborhood Summit on February 27, 2010. The survey was distributed to all 650 participants at the Neighborhood Summit. Based on that, 90 participants represents an approximate 14% response rate.

In addition to presenting the significant findings of the survey, verbatim results also accompany this report of responses from the participants, which can be found in Appendixes 1 – 7 for each survey question.

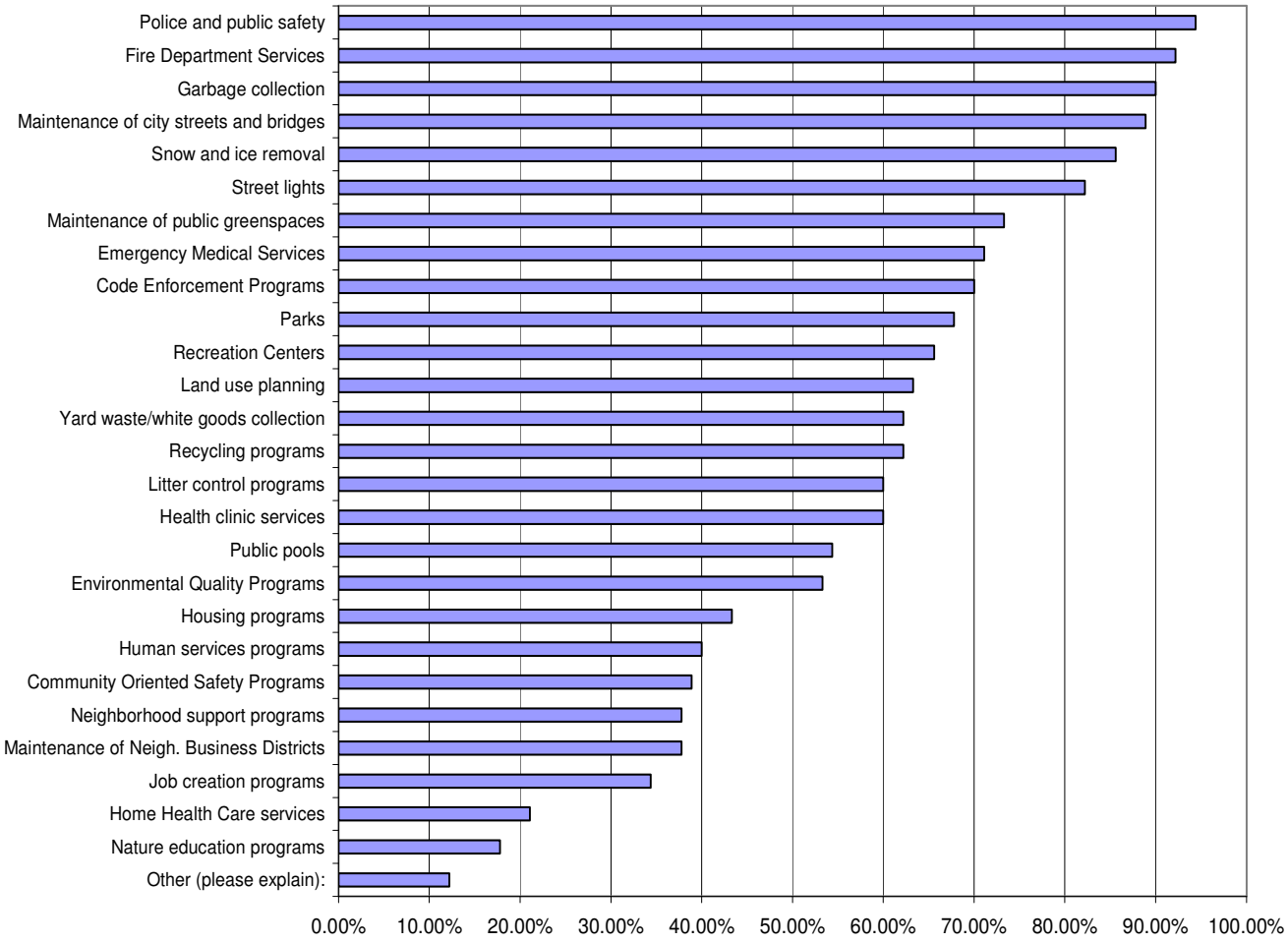
Survey Demographics:

Top areas that completed the 2010 survey	*Number of People Surveyed*
Northside (formerly Cumminsville)	9
Spring Grove Village (formerly Winton Place)	7
Clifton	6
Roselawn	6
Non-City Residents Surveyed but work in City	6
Madisonville	5
Residents Surveyed that did not list neighborhood	5
Hyde Park	4
Mt. Adams	4
Walnut Hills	4
College Hill	3
East Walnut Hills	3
Kennedy Heights	3
Mt. Washington	3
Over the Rhine	3
Pleasant Ridge	3
Bond Hill	2
Clifton Heights	2
East Price Hill	2
Westwood	2
Avondale	1
Downtown Cincinnati	1
Mt. Lookout	1
North Fairmount	1
Oakley	1
Paddock Hills	1
Pendleton	1
Mt. Auburn	1
Total Number of People Surveyed	**90**

The following neighborhoods did not include any survey participants: California, Camp Washington, Carthage, CUF, University Heights, Fairview, Columbia-Tusculum, Corryville, The Banks, East End, East Westwood, English Woods, Evanston, Fay Apartments, Hartwell, The Heights, Linwood, Lower Price Hill, Millvale, Mt. Airy, Prospect Hill, North Avondale, Queensgate, Riverside, Sayler Park, Sedamsville, South Cumminsville, South Fairmount, West End, West Price Hill and Winton Hills.

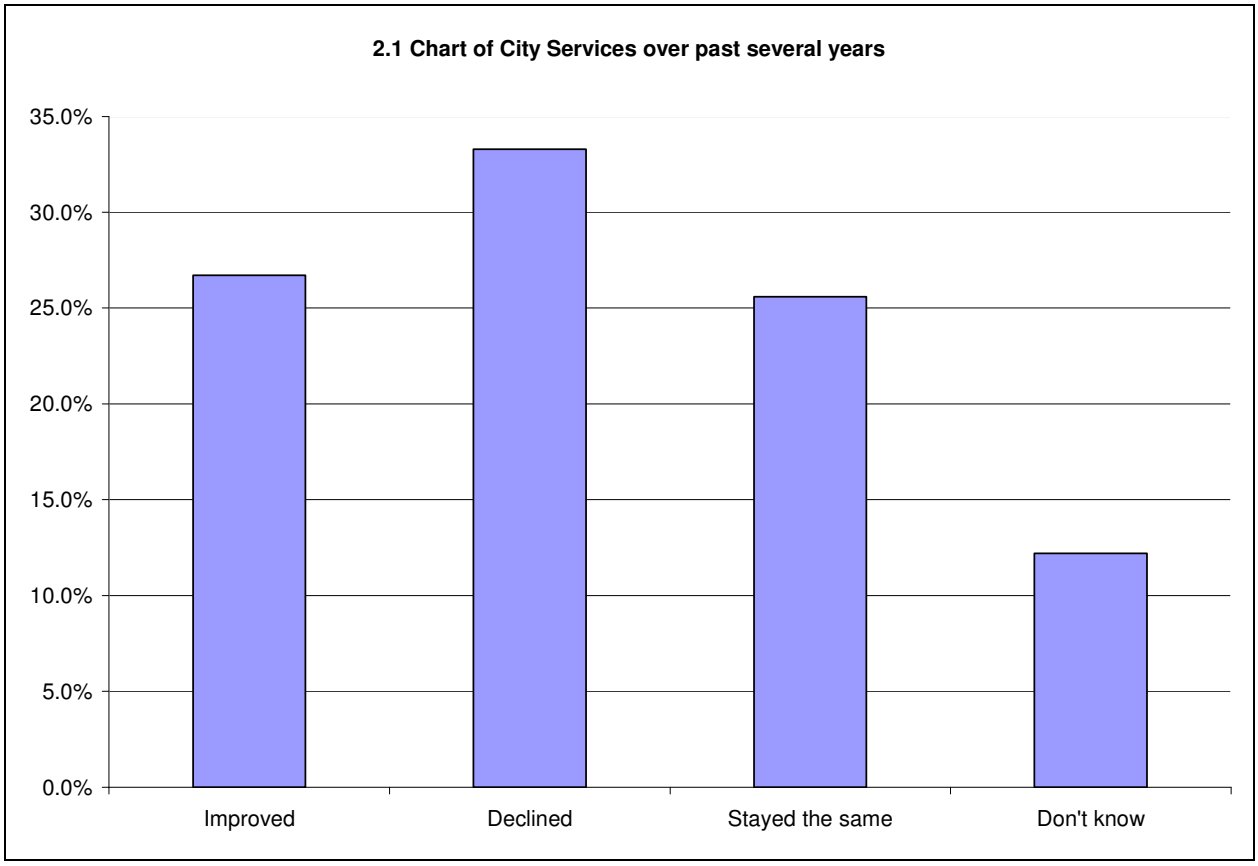
1. Question: What services do you consider to be basic City services?

Chart 1.1: Percent of Survey respondents who consider service to be basic



[1] See Appendix 1 for further information on "Other (please explain)" category.

2. *Question: Over the past several years, do you feel City services overall have improved, declined, or stayed the same?*



[2] See Appendix 2 for participant comments regarding this question.

3. ***Question: In the past several years, the City of Cincinnati's revenues that support the services paid through the General Fund Operating Budget have decreased and services have, therefore, been reduced in some areas. Have these service reductions impacted you and your neighborhood?***

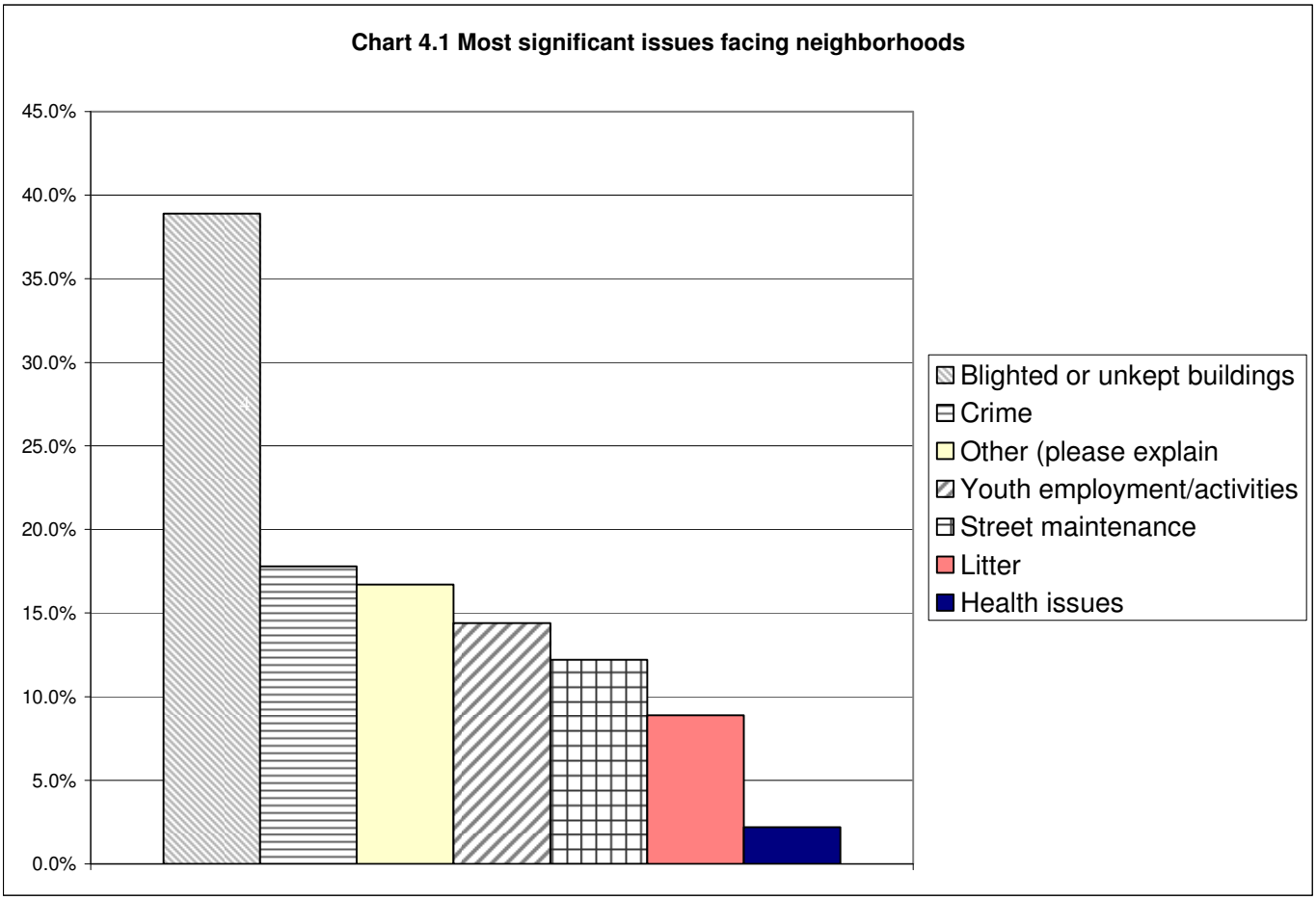
- 44 Participants of the survey stated that service reductions impacted them and the neighborhoods where they lived.

- 46 Participants stated that there was no service impact or did not answer this question.

- Two out of ninety participants did not answer this question.

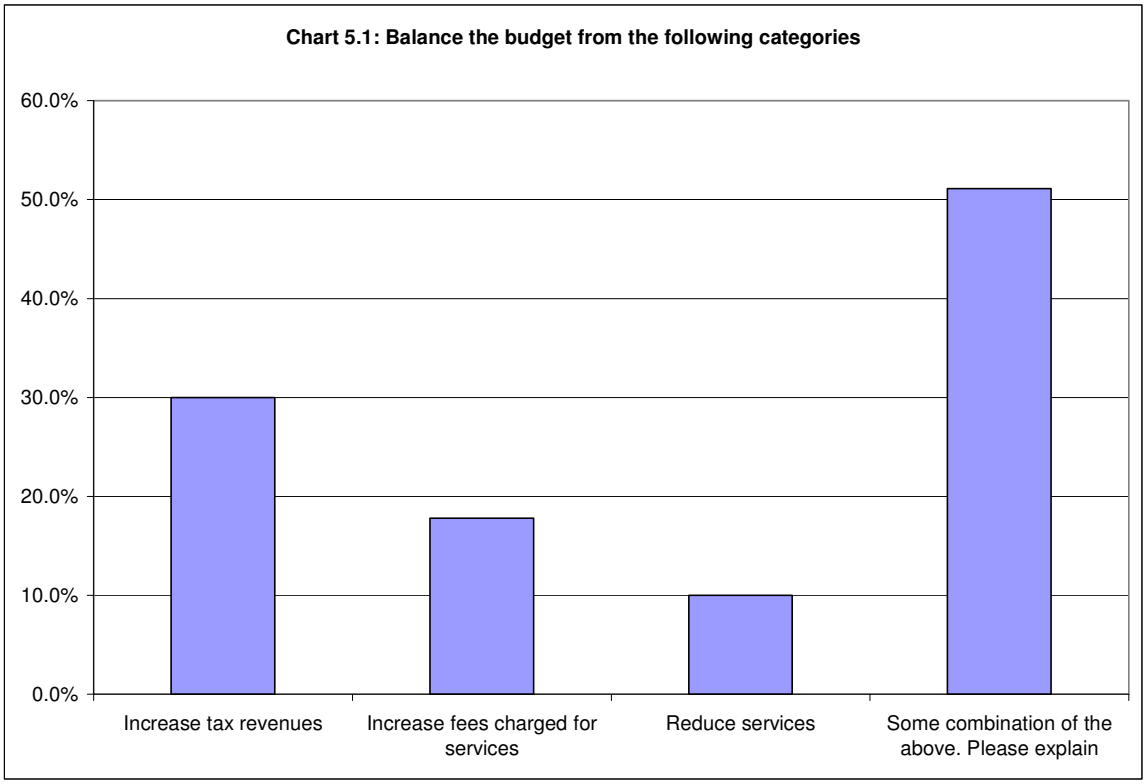
[3] See Appendix 3 for further information regarding this question.

4. *Question: What do you consider to be the most significant issue facing your neighborhood today?*



[4] See Appendix 4 for detailed results on the "Other" category.

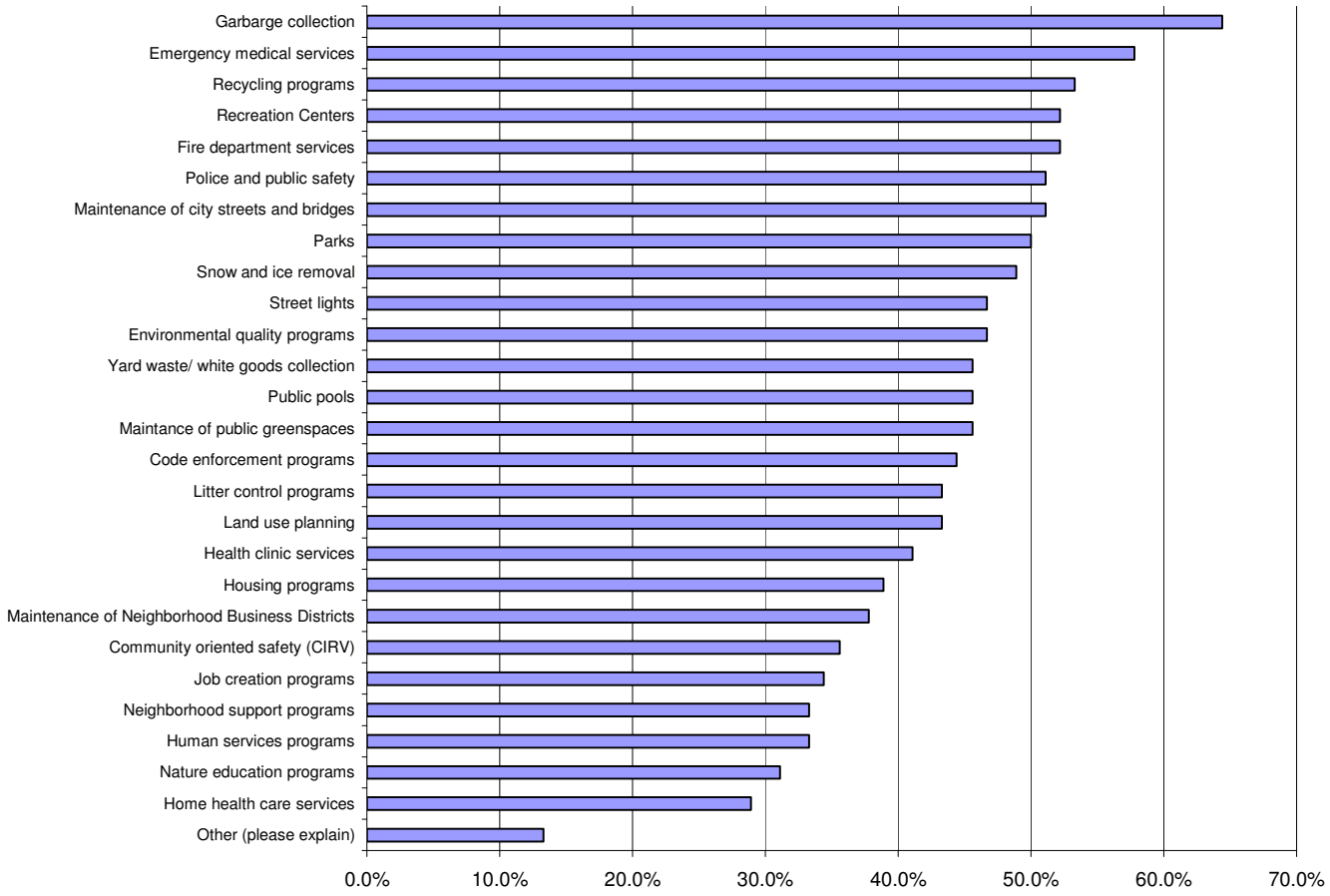
5. ***Question: In general, would you rather the City increase tax revenues (property or income taxes), increases fees for specific services, reduce services, or some combination of all methods, in order to balance the budget?***



[5] See Appendix 5 for further information on the category "Some combination of the above. Please explain"

6. ***Question: If the City's revenues continue to not meet necessary levels, the City will be forced to further reduce services. One option for avoiding service reductions is to increase revenues through taxes or fees. From the following list of services, please choose whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced.***

Chart 6.1 Services participants are willing to pay an additional fee or tax to ensure not reduced



7. ***Participants were asked to provide ideas for reducing the City's budget with the least impact on services and neighborhoods. See Appendix 7 for further information regarding this question.***

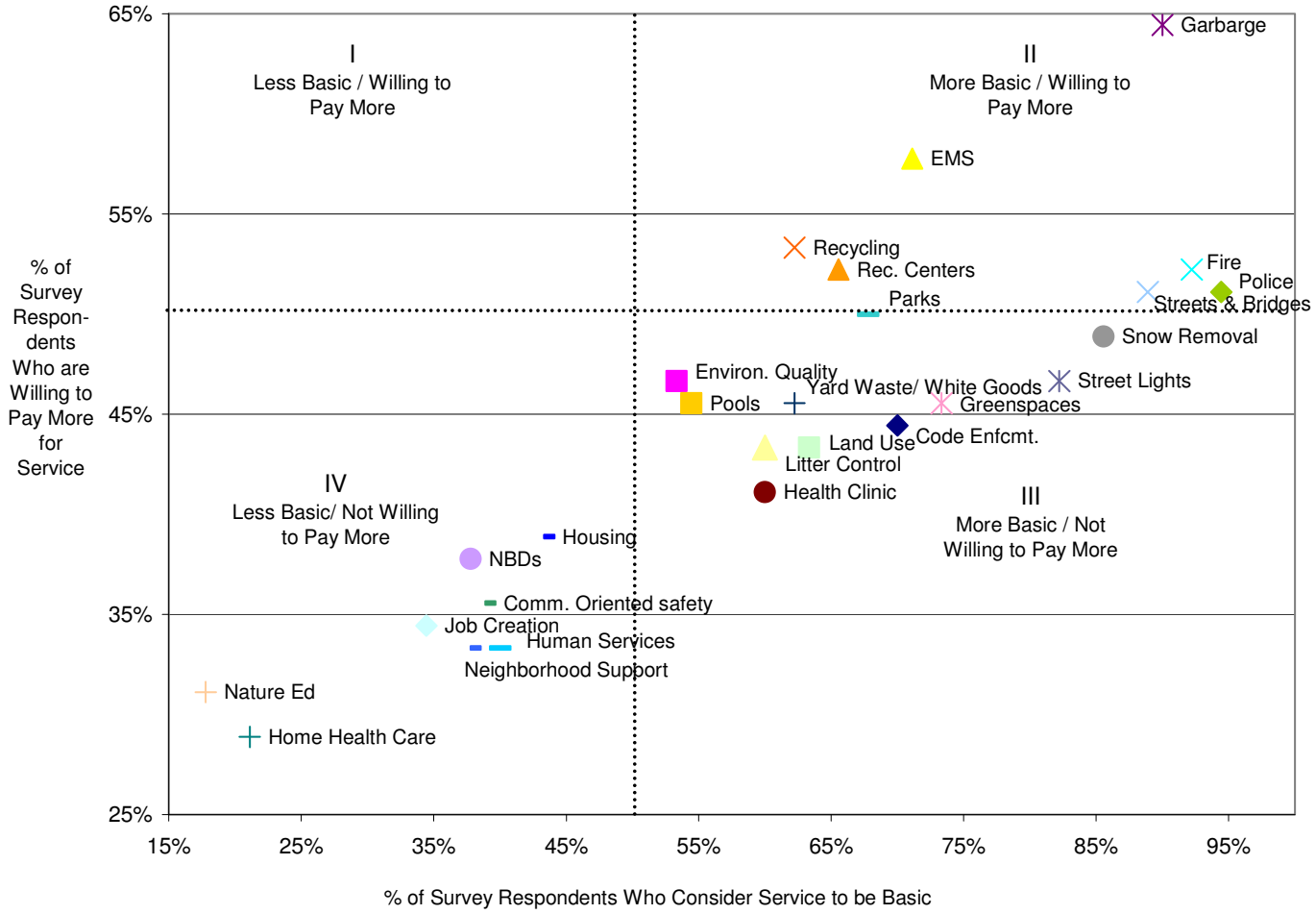
[6] See Appendix 6 for additional information

º See Appendix 7 for additional information to question number 7

Final Analysis

Chart 8 combines the results from two questions: "What do you consider to be a basic service?" and "…choose whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced?"

Chart 8.1: Citizen Budget Priorities - 2010



There were no services that fell into Quadrant I, which included services that are considered less basic but survey respondents were willing to pay higher taxes or fees to receive.

Services that fell into Quadrant II, which included services that are considered more basic and survey respondents were willing to pay higher taxes or fees to receive include: Garbage collection, EMS services, Recycling, Recreation Centers, Police and Public Safety, Fire Services, Maintenance of Streets and Bridges and Parks.

Services that fell into Quadrant III, which included services that are considered more basic but survey respondents were NOT willing to pay higher taxes or fees to receive include: Snow and Ice Removal, Environmental Quality programs, Public Pools, Yard Waste / White Goods

collection, Street lights, Maintenance of Public Greenspaces, Code Enforcement programs, Land use planning, Litter control programs, Health clinic services.

Services that fell into Quadrant IV, which included services that are considered less basic and survey respondents were NOT willing to pay higher taxes or fees to receive include: Housing programs, Maintenance of Neighborhood Business Districts, Community orientated safety programs (e.g. CIRV), Job creation programs, Human Services programs, Neighborhood support programs, Nature Education, and Home health care services.

The original survey in its entirety follows on the next page.

OFFICE OF BUDGET AND EVALUATION
2010 NEIGHBORHOOD SUMMIT CITIZEN SURVEY

We are interested in your opinion regarding City services with a focus on those supported by General Fund operating resources. These are funds that are generated through general income tax primarily, and are used to pay salaries, materials, and program support. The General Fund does not fund certain activities such as water and sewer services that are funded by other special purpose funds.

1. What services do you consider to be basic City services? Please check all that apply:

a. ☐ Code enforcement programs
b. ☐ Community oriented safety programs (e.g. CIRV)
c. ☐ Environmental quality programs
d. ☐ Emergency medical services
e. ☐ Fire department services
f. ☐ Garbage collection
g. ☐ Health clinic services
h. ☐ Home health care services
i. ☐ Housing programs (eg. New construction, rehab, and addressing blight)
j. ☐ Human services programs
k. ☐ Job creation programs
l. ☐ Land use planning
m. ☐ Litter control programs
n. ☐ Maintenance of city streets and bridges
o. ☐ Maintenance of public greenspaces
p. ☐ Maintenance of Neigh. Business Districts
q. ☐ Nature education programs
r. ☐ Neighborhood support programs
s. ☐ Parks
t. ☐ Police and public safety
u. ☐ Public pools
v. ☐ Recreation Centers
w. ☐ Recycling programs
x. ☐ Street lights
y. ☐ Snow and ice removal
z. ☐ Yard waste/white goods collection
aa. ☐ Other (please explain): _____

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same? (Check one answer)

a. ☐ Improved
b. ☐ Declined
c. ☐ Stayed the same
d. ☐ Don't know

Please explain:_____

_____

3. In the past several years, the City of Cincinnati's revenues that support the services paid through the General Fund Operating Budget have decreased and services have, therefore, been reduced in some areas. Have these service reductions impacted you and your neighborhood? Yes ☐ No ☐ (If yes, please explain below)

_____

_____

_____

4. What do you consider to be the most significant issue facing your neighborhood today? (Please check one answer)

a. ☐ Crime
b. ☐ Litter
c. ☐ Street maintenance
d. ☐ Blighted or unkept buildings
e. ☐ Health issues
f. ☐ Youth employment/activities
g. ☐ Other (please explain): _____

5. In general, would you rather the City increase tax revenues (property or income taxes), increases fees for specific services, reduce services, or some combination of all methods, in order to balance the budget? (Please check one answer)
   a. ☐ Increase tax revenues
   b. ☐ Increase fees charged for services
   c. ☐ Reduce services
   d. ☐ Some combination of the above. Please explain: _____

6. If the City's revenues continue to not meet necessary levels, the City will be forced to further reduce services. One option for avoiding service reductions is to increase revenues through taxes or fees. From the following list of services, please choose whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced. (Check one answer for each service)

	Not willing to pay for	Willing to pay for
a. Code enforcement programs	☐	☐
b. Community oriented safety (CIRV)	☐	☐
c. Environmental quality programs	☐	☐
d. Emergency medical services	☐	☐
e. Fire department services	☐	☐
f. Garbage collection	☐	☐
g. Health clinic services	☐	☐
h. Home health care services	☐	☐
i. Housing programs	☐	☐
j. Human services programs	☐	☐
k. Job creation programs	☐	☐
l. Land use planning	☐	☐
m. Litter control programs	☐	☐
n. Maintenance of city streets and bridges	☐	☐
o. Maintenance of public greenspaces	☐	☐
p. Maintenance of Neighborhood Business Districts	☐	☐
q. Nature education programs	☐	☐
r. Neighborhood support programs	☐	☐
s. Parks	☐	☐
t. Police and public safety	☐	☐
u. Public pools	☐	☐
v. Recreation Centers	☐	☐
w. Recycling programs	☐	☐
x. Snow and ice removal	☐	☐
y. Street lights	☐	☐
z. Yard waste/white goods collection	☐	☐
aa. Other (please explain): _____	☐	☐

7. What ideas do you have, if any, for reducing the City's budget with the least impact on services and neighborhoods?

_____

_____

_____

Please tell us about you:

I. Are you a City resident? Yes ☐ No ☐

II. If yes, what neighborhood do you live in? _____

THANK YOU FOR YOUR PARTICIPATION!

Please fill out one survey and return to the Office of Budget & Evaluation table here at the Neighborhood Summit. Or please mail or drop off to Office of Budget & Evaluation, City Hall, Suite 142, Cincinnati, OH 45202 by Monday, March 15th. Or, you can scan and email the form to: lea.eriksen@cincinnati-oh.gov.

Verbatim Responses:

1. What services do you consider to be basic City services?

aa. Other (please explain):

they all are vital, we need them all

transit

School Transit

Public Relations

Mass transit

Lead Prevention and removal

Recycling

most listed contribute to valued city. What about supoport arts & cultural institutions; outstanding programs & buildings

Grant programs for artists & church organizations

Verbatim Responses:

Answer: Please explain Where Response is Yes

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same?

e. Please explain

Did'nt notice any change

City is slow when calling about problems like street repair

Clifton is riddled with broken sidewalks and failing roads.

Has not progressed w/changing times/need/requests.

For the most part stayed the same although I have noticed a reduction in service offering for after school kida as Rec centers, pools and summer programs.

Verbatim Responses:

Answer: Improved Where Response is Yes

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same?

e. Please explain

snow removal improved; recycling expanded;nhbd centers closing early

rebirth of planning dept has helped, I don't like cutting yard waste pick-up

snow removal AWESOME!

the manager's and solicitors office have become more responsive

neighborhood focus, public service program

the practice of assigning 1 0r 2 individuals to each neighborhood is great. It gives the nhbd continuity & lets the city rep become familiar with the area

the streets feel safer, cleaner and have more activity

better attention to smart growth

I've only been here for 3 years but I've

Snow removal is better, litter removal a little better needs more money on this because of property being left unattended

The departments are all more responsive

recycling

We went from Reg yard waste removal, seasonal; appt. pick-up; then back to reg. pick-up

Verbatim Responses:

Answer: Declined Where Response is Yes

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same?

e. Please explain

reduce frequency, poor deployment of safety personnel

The Urban Core infrastructure is dysfunctional. Opportunities for economic investmnt & empowermnt of women and minorities.

too much budget focus on police & fire has disproportionately affected staffing & services in other city depts. Expenditures not always in context of Departmental priorities or equity & competitiveness & strength of prog, proj & Contr; place priorities on competitive selection processes

Cuts in CRC, Parks, Yard waste pick-up; problem too much of budet is in overtime for Police

Seems Parks & Recreation constantly struggling to maintain the most basic level of services

too many consultant contracts w/o results; too many human servs contracts w/o improvement, asking neighborhd to do dmoe with less city paperwork

I pay more taxes & get less for the $; My curbs are non-existent & have never been replaced

street maint. Horrible;city bridges not maintained; Econ devel has not been productive, restoration of ex-offenders negated; human servs. Cut out

with lack of funding in needed areas and excessive use of funds in non-critical areas, e.g., double dipping city personnel

budget is tight, council is fighting

Clifton is riddled with broken sidewalks and failing roads.

not enough concentration on transportation & walkable neighborhoods

downtown is dirty, neighborhood sidewalks are crumbling. We can-and must-do better

sidewalks are bad

laws not being inforced by building inspectors, police

because the snow plowing problem still isn't solved

Health clinic services are poor due to the limited people they serve due to their zip codes

City is slow when calling about problems like street repair

recycling down to 2X month; no yard waste coverage, on the upside better road coverage

The city used to give more support to very small nonprofits serving people larger prgms cannot reach

City Council is horrible, instead of fighting for citizens; to busy fighting among themselves

snow removal improved; recycling expanded;nhbd centers closing early

proposed dues in recycling are problematic & will not save money over time

however snow removal is improved greatly!

Verbatim Responses:

Answer: Stayed the same Where Response is Yes

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same?

e. Please explain

I've not seen much change

trying to privatize has hindered morale

overall

Did'nt notice any change

trash pick-up on streets have not improved; repair to roads need improvement

great effort to focus on critical areas

with declining revenues, I think it's a miracle services have stayed relatively the same.

cut some programs like yard waste collection

basic services remained the same, I am satisfied

having only lived here 3 years, the changes I have seen have not been large

Has not progressed w/changing times/need/requests.

For the most part stayed the same although I have noticed a reduction in service offering for after school kida as Rec centers, pools and summer programs.

Verbatim Responses:

Answer: Don't know Where Response is Yes

2. Over the past several years, do you feel City services overall have improved, declined, or stayed the same?

e. Please explain

some improved , some declined

Suspect both improved in some areas/declined in others

not sure-can't see much change in our neighborhood

recent city resident

just moved back after 8 years

moved here recently

Verbatim Responses:

3. In the past several years, the City of Cincinnati's revenues that support the services paid through the General Fund Operating Budget have decreased and services have, therefore, been reduced in some areas. Have these service reductions impacted you and your neighborhood?

aa. Please explain

moved here recently, don't know

however supportive services have decreased overall in the City

the police spend too much time dealing with social problems fostered by an "entitled group of people" Reduce social spending and encourage responsibility

yard waste pick-up elimination is a hassel

human services grant

cut yard waste collection programs

neighbothood support funding has decreased affecting how our comm. Council have been able to implement community generated projects

street repair, snow removal

street maintenance

no yard waste collection, facility hours are difficult for working people, hazard matrls collect time changed too.

streets not cleaned on reg basis; trash cans emptied less

Workplace impacted by cuts to human servs-trying to serve more needs with less money; income cut because of high health care costs

building & zoning laws not enforced; police don't always enforce law

Reduce litter control, private lot abatement, greenspace maintenance deprivitizing Capital (sidewalks, streets, steps)

attempting to volunteer to help maintain community garden in my neighborhood

Cuts in CRC, Parks, Yard waste pick-up; problem too much of budet is in overtime for Police

Changes in hours and staffing at Rec Center, lack of funding for the Arts, close some Arts Orgs & reduce Arts servs provided by Cultural Orgs & Artists

we have vibrant neighborhoods

High density of consumers lacking access to affordable health care, recreation & etc.

2009 was already a massive tax increase property which increased rents in Clifton. Work being done on gal lines has left sidewalks broken and treachorous.

1.Our business district garbage cans don't get emptied like they said they would after the NEP. 2. blighted houses/vacant lots are not dealt w/at all or not in a timelymanner. 3 Housing Code violations are not addressed equaly or at all.

Reduce bus service makes life hard.

Need neighborhood programs increased and education.

lack of litter patrol, traffic control, speeding through neighorhoods i.e. Hamilton Avenue

not in ways that I've noticed

yard waste pick-up

Human services-increased homeless folks

has'nt effected basic services yet

yard waste accumulates in streets gutters etc.

winton place youth center lost all city funding; winton place develop,ent corp get less funding

perhaps street cleanup but with phone call they stay on the ball

NSP Funds; code enforcement

police presence down, theft etc. up

primarily in recycling

I have not lived here long enough to know

Bus schedule reductions

I think the city has managed effects pretty well

litter everywhere, detorating streets curbs, sidewalks

Just moved to clifton from Norwood

some of our residential streets recently repaved - overdue, But Now!!! We need more assistance w/business district redevelopment, and assessing the "tota"' neighborhood package

DSP

the abatement prog needs more $$ for them to remove trash on property, our community looking like Third world country, trees need to be cut back, trees 1/2 down needs to be removed

closing of Rec Centers

Police in my neighborhood have been pulled to go other places for prog

reduce bus service has affected my work transit options, specifically on Route 2X. I know you may just think this is a metro issue, but it's NOT. It's affecting our City's

litter patrol is needed

police and fire have too many positions; pensioms (i.e. the chief's) are too generous; too much "double dipping"

no more yardwaste pick up

not dsure lived outside city for years

Verbatim Responses:

4. What do you consider to be the most significant issue facing your neighborhood today?

g. Other (please explain):

neighborhood is in good shape Yeah! Kennedy Heights

lack of affordable accessable housing

economic development

no effect on my neighborhood I think, I live in mt lookout, very satisfied

Redevelopment opportunities

Transportation

Evsll/sustainability

if youth had something to do, crime would decrease, neighborhoods would be safer.

residents cannot get involved in community government. Local neighborhoods run by clubs not residents

Incessantly barking dogs near my apartment

civic engagement

the above are all related to each other, can separate out

need more mixed use development tied to transit

jobs/economy

development

public transit

citizen apathy

many abandon buildings especially on Chickering Avenue

water is tearing our streets apart

protect all persons in the neighborhood

finish projects started

Transportation ^ cost v availability

Verbatim Responses:

5. In general, would you rather the City increase tax revenues (property or income taxes), increases fees for specific services, reduce services, or some combination of all methods, in order to balance the budget?

d. Some combination of the above. Please explain:

Balanced approach - no more tax reductions

Increase tax revenues & charge fees for soecific services

more innovation; creativity and productivity from existing staff

change retirement system benefits

eliminate rollback

raising taxes is OK

stop redundant sdervices-that is provided by other orgs-HCPH, HCJFS,HCFCFC, etc

take a closer look at overtime payroll and retirement plans, ex City Fire Chiefs

Basic property taxes fees for garbage collection

I and everyone else had pay reduced to keep job; raising taxes may make us all homeless

taxes, but also charging for some services such ads pay as you throw

mostly increased tax revenues; pay as you throw garbage collection

false choices, spend what you receive more wisely

End phony war on drugs; stop paying corrupt cops to set up & bust working people

decrease # of police overtime

Sliding scale relative to taxpayer demographics

Reduce services to cut spending;

no tax breaks to potential business developers, residents, etc.

services for basic servs(road maint; code regulations are OK to raise taxes) don't raise taxes for non basic services

increase revenue by attracting residents & businesses

use existing funds efficiently

increase taxes also increase fees for certain services ike trash removal

increase fees and sales tax (not property or income tax)

determine what is needed to make things work properly

increase payroll tax

balance requires work on both ends

clean up budget

I do't think they should be raised that high and small business should not be taxed

not so much property tax, does this include tax on liquor and cigarettes

I'm happy to pay more for what we need. Bad policy not to increase property tax for so many years

reduce services to balance budget lower taxes to attract bus. & residents, increase revenue

raise fees for garbage but increase free recycling

all 3 but careful w/reducing svcs, combine duplicate svcs, and eliminate ineffective

I wish I had the answer, but I suspect Better intetr. Dept communication would evidence some duplication of efforts exists

grow revenue w/o taxes fees via Econ Devel, fees where practical

on litter tickets, building permits increase charge when public do clean-up on private property & press the issue

So one group won't be overly impacted

There could be apportunity to privitize some services

6. If the City's revenues continue to not meet necessary levels, the City will be forced to further reduce services. One option for avoiding service reductions is to increase revenues through taxes or fees. From the following list of services, please choose whether or not you would be willing to pay an additional tax or fee in order to ensure that the service is not reduced.

aa. Other (please explain):

nothing specific - but cut out unecessary spending & pork

I will pay a little more

Better transit (Rail:Streetcar) regional:light/intercity:high speed PLEASE!! Tax me more to make this happen

Public City Trans

Mass transit

Lead prevention and removal

let the frozen property tax rate increase

reform city employee retirement system will take care of deficits

increase earnings tax

no tax increase

be careful what programs are eliminated, may create more problems

support of Arts and Grants Programs

Arts & culture

Energy conserve; retro fitting; clear energy development

Grants for Artists, Art, Cultural Orgs., public Art pgrm & Artwork Maintenance

7. What ideas do you have, if any, for reducing the City's budget with the least impact on services and neighborhoods?

. Ideas for reducing City's Budget

Increase bike lanes and racks to offset reductions in bus serviced; hold people responsible for crimes committed, stop arresting people for possession/cultivation/distribution of marijuana; concentrate on employ/Educational opportunities

Greater Efficient Police Dept; Focus/Core City Servs; Expand Revenue Sources:add'l fees for specific services

reduce redundacy-decrease administrative costs-provide more direct service; duplicate service by Cinti Hlth dept/Ham Cty Pub Health

eliminate waste, save energy, less trash to landfill

increase prkng meter rates to inc dep on mass transit-must work in cons, w/higher awareness of current

start looking at applications for grants

stop funding social programs that encourage laziness nothing in life is free. Housing and healthcare is not a right it is earnedd stop giving it away

combine depts, city & county servs: health & food inspections; cool to ask citizen input. The Budget Office Rocks!

maintain police, fire and hospitals as well as infrastructure and job creation, the rest has less effect.

cut police dept budget

combine city/county servs i.e health dept; sheriff/police wherever there is overlap and similar services

increase income taxes

Stop giving away city assets (land, buildings) stop excessive tax abatement

stop double dipping by pensioneers; reduce police and fire workforces, more nonsworn positions and fewer sworn in public safety

Renegotiate police contract-pressure police mgmt to decrease abuses of overtime etc.

Police get too many hours for doing nothing-overtime, its budget buster

proactive analysis & planning of Deptmntl Operations

implement community-based forums to empower residents, youth and seniors participation; collaboration and consensus building on economic development (ie hsg, trans)

Cut government spending by doing a line item review of the City's budget and eliminating waste, no matter the dollor valve. Prioritize City Services.

Build better relationship b/n city departments and neighborhood volunteers/council. Neighborhood in partnership w/city need to be more responsible for their community. City suply materials, training etc. community take care of space. Ex. Coop can write housing code violatons that are visual from walking

Collect trash less often.

School districts should disappear. They become a paralel goveronment. What would be the step for public education to become a state function?

Stop having travel budget.

Reduce mid & top Mgmnt Positions; hire actual workers or invest machinery to do the job

don't subsidize the conversion of the Metropole into a boutique hotel

Evaluate Duplication

7. What ideas do you have, if any, for reducing the City's budget with the least impact on services and neighborhoods?

. Ideas for reducing City's Budget

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maintain police, fire and hospitals as well as infrastructure and job creation, the rest has less effect.

cut police dept budget

combine city/county servs i.e health dept; sheriff/police wherever there is overlap and similar services

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Renegotiate police contract-pressure police mgmt to decrease abuses of overtime etc.

Police get too many hours for doing nothing-overtime, its budget buster

proactive analysis & planning of Deptmntl Operations

implement community-based forums to empower residents, youth and seniors participation; collaboration and consensus building on economic development (ie hsg, trans)

Cut government spending by doing a line item review of the City's budget and eliminating waste, no matter the dollor valve. Prioritize City Services.

Build better relationship b/n city departments and neighborhood volunteers/council. Neighborhood in partnership w/city need to be more responsible for their community. City suply materials, training etc. community take care of space. Ex. Coop can write housing code violatons that are visual from walking

Collect trash less often.

School districts should disappear. They become a paralel goveronment. What would be the step for public education to become a state function?

Stop having travel budget.

Reduce mid & top Mgmnt Positions; hire actual workers or invest machinery to do the job

don't subsidize the conversion of the Metropole into a boutique hotel

Evaluate Duplication

start charging fee for trash collection, to incentnize recycling & minimize waste, while increasing budget

put scrapers for snow on garbage trucks

right size city's workforce including fire and police depts

let invest in neighborhoods administer the NSP prog to fund Community Councils

reduce corruption

pay as you throw budgeting for garbage

all depts/job reductions & pay cuts get real, its what we do in the private sector

our taxes & ??

I think the city should focus on making it attractive for investment.

Combine city departments, streamline bureaucracy, reduce regulation, reform pension system

Cut Police

Deal with overwhelming % of budget for public safety-but seemingly is held harmless to city's $ woes.

renegotiate police/fire contracts so they don't financiallky favor police/fire. Bothers me that Chief Streicher takes copies of his contract to other cities to show what great deal police have here in Cincy

more sharing service (fire/Police) w county

more neighborhood involvement in priority setting

use your own people in city quit bringing in consultants & paying high salaries and get nothing from it.

invest in small business housing, involve townships in funding for Rail, Arts and other programs that ^ their quality of life work in Northside Hamilton Clermont Butler counties

Picking up garbage every other week

Eliminating Human Servicessx & Arts funding & even Rec Center funding. These are quality of life programs that should be privately funded

looking at root cause of issues & addressing them at that level. At this level, there is huge overlap between a multiplicity of symptoms & their root cause how deep can the impact run from a single measure

pay for the services that has been provided

decentralize and let neighborhoods make some decisions

Better Budgeting; stop waste; create programs where the city resident can be more involved in the care of our city, stop giving Big Business tax breaks and cash

The police should become more efficient and reform back pay/compensations practices.