



city of
CINCINNATI
CINCINNATI, OHIO

FY 2020-2021
ALL FUNDS
BIENNIAL BUDGET
VOLUME I:
APPROVED
OPERATING BUDGET





**Approved Fiscal Years 2020-2021
All Funds Biennial Operating Budget**

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Vice-Mayor

Christopher Smitherman

Members of City Council

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Greg Landsman

David Mann

Amy Murray

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Sheryl Long, Assistant City Manager

Karen Alder, Interim Finance Director

Nicole Lee, Interim Deputy Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

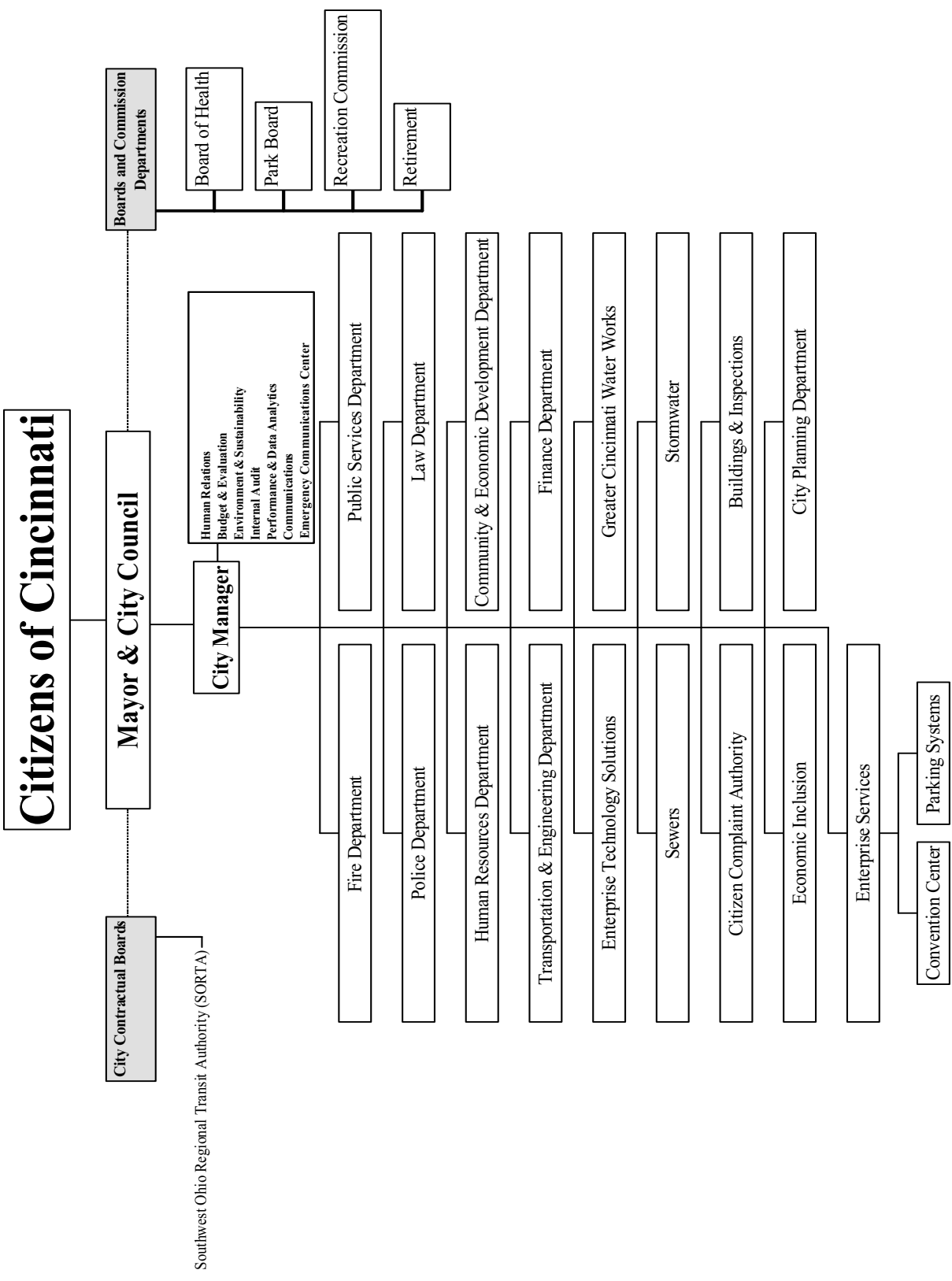
**City of Cincinnati
Ohio**

For the Biennium Beginning

July 1, 2017

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Executive Director



Southwest Ohio Regional Transit Authority (SORTA)

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CITY OF CINCINNATI, OHIO



MISSION

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

HOW TO USE THE BUDGET DOCUMENT

The City of Cincinnati's FY 2020 - FY 2021 Approved Biennial Budget document is designed to help the residents of Cincinnati and the general public gain a better understanding of the City's budget process by highlighting the City's past, present, and future operations. This document contains two volumes. Each volume is divided into major sections. The sections are described below to assist the reader with understanding the budget document.



Volume I

Approved Biennial Budget

Fiscal Year 2020-2021 All Funds Operating Budget

Manager's Message:

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

Budget Summary:

This section provides an abridged overview of the City of Cincinnati's Approved Fiscal Year (FY) 2020-2021 Budget. Tables and charts show an overall picture of the City's budget from several perspectives. The section includes: budget assumptions describing various factors affecting the budget; information provided relating to the City's revenue sources and expenditures; and the City's departmental staffing plan and historical comparisons.

Financial Summaries:

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

Departmental Budgets:

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

Appendix:

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



Volume II

Approved Biennial Budget

Fiscal Year 2020-2021 All Funds Capital Budget

Introduction:

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

Overview:

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

Summary Reports:

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

Capital Acceleration Plan:

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

Departmental Budgets:

This section includes a summary of the projects included in each department's FY 2020-2025 Capital Improvement Program. It also includes descriptions, purpose statements, and phases for each project following the departmental summary.

Appendix:

This section includes a report that demonstrates the level of consistency each capital project has with Plan Cincinnati, the City's comprehensive plan. The report also illustrates how each project included in the Capital Improvement Plan aligns with each of the five initiative areas in the Plan.



HISTORY⁽¹⁾

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

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

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

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

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

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

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



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

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

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

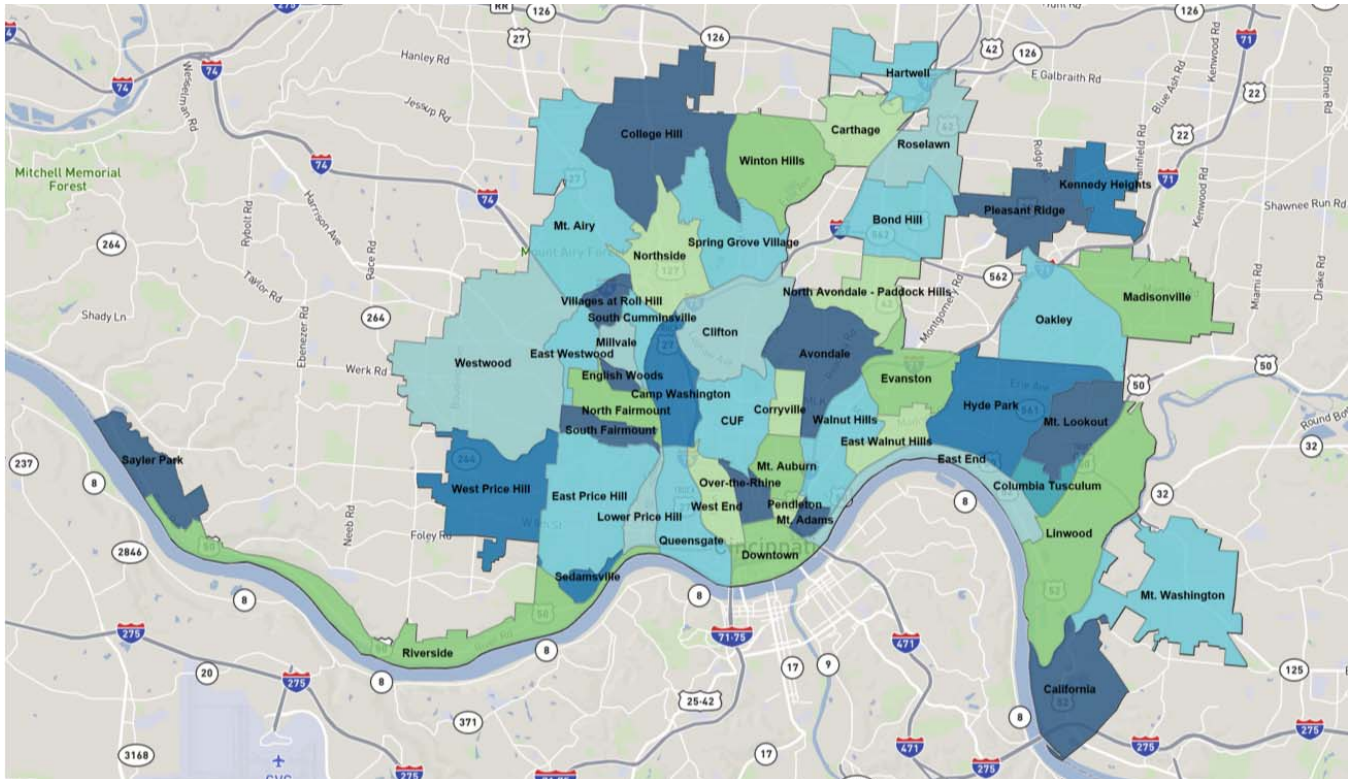
The City grew by annexation and was largely built out to the edges of these neighborhoods by 1920. The automobile facilitated the development of Cincinnati's outermost ring of communities: Westwood, Mt. Airy, College Hill, Roselawn, Pleasant Ridge, and Mt. Washington. For a brief period from 1930 to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

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



LOCATION

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





PROFILE

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



Transportation

Interstates in Cincinnati

I-71, I-75, I-74

Public Transportation

Southwest Ohio Regional Transit Authority (SORTA)

Airport

Cincinnati Municipal Lunken Airport

Educational Facilities

Cincinnati Public Schools 55

Elementary schools 39

Combined K-12 schools 4

High Schools 12

Charter Schools 39

Private Schools 125

Higher Education 17

Antonelli College

Art Academy of Cincinnati

Athenaeum of Ohio

Brown Mackie College

Chatfield College

Cincinnati Christian University

Cincinnati College of Mortuary Science

Cincinnati State Technical and Community College

College of Mount St. Joseph

God's Bible School and College

Good Samaritan College of Nursing and Health Science

Hebrew Union College, Jewish Institute of Religion

National College of Business and Technology

Union Institute and University

University of Cincinnati

Wilmington College (at Cincinnati State)

Xavier University



CINCINNATI AT A GLANCE

DEMOGRAPHICS (2,3)

Population

2010	296,943
2017	298,987
% Change	0.68%

Racial Composition

	2010	2017	% Change
White	49.5%	50.4%	1.9%
Black or African American	44.8%	42.9%	-4.2%
Asian	2.0%	2.0%	0.0%
Other	3.7%	4.7%	26.2%
Hispanic or Latino	2.7%	3.2%	17.5%

Labor Market Information

	2010	2017
Civilian Labor Force	147,100	145,100
Employment	131,300	138,100
Avg. Unemployment Rate	10.7%	4.8%

Age Distribution

	2010	2017	% Change
Under 5	7.2%	7.3%	1.4%
5-19	19.6%	18.6%	-5.1%
20-44	38.4%	39.2%	2.1%
45-64	23.8%	22.9%	-3.8%
65 and Over	11.2%	11.9%	6.3%
Median Age	32.7	32.4	-0.9%

Cincinnati Resident Education Level (25 Years+)

High School Graduate or Higher	86.8%
Some College	19.5%
Associate's Degree	7.3%
Bachelor's Degree	20.0%
Graduate/ Professional Degree	14.7%

City of Cincinnati School Enrollment

Nursery/Preschool	4,390
Kindergarten	4,223
Elementary (1-8)	27,552
High School (9-12)	12,603
College or Professional School	31,924
Total Enrollment	80,692

Household Statistics

	City of Cincinnati	Hamilton County	Ohio	United States
Number of Households	136,180	338,268	4,633,145	118,825,921
Number of Families	61,477	195,770	2,956,437	78,298,703
Average Household Size	2.10	2.34	2.44	2.63
Median Home Value*	124,200	145,800	135,100	193,500
Median Household Income	36,429	52,389	52,407	57,652
Per Capita Income	27,597	32,638	29,011	31,177



SERVICE STATISTICS⁽⁴⁾

Utilities

Water Customers	240,336
Sewer Customers	226,000
Service Area	290+ sq miles
Pump Stations	100+
Garbage (tons per year)	72,360
Recycling (tons per year)	15,676

Streets, Sidewalks, and Bridges

Paved Lane Miles	2,936
Sidewalk Lane Miles	1,700
Bridges	73
Street Lights ⁽⁵⁾	10,000
Traffic Signals	780

City-Owned Facilities Maintained⁽⁶⁾ 88

Fleet (# of units)⁽⁷⁾ 2,591

Health Department

Patients	53,569
Visits	146,723
Food Facilities Inspections	21,085

Public Safety^(8,9)

Police

Sworn	1,059.00
Civilian Employees	184.00
Neighborhood Police Districts	6

Fire

Sworn	859.00
Civilian Employees	49.00
Fire Districts	4
Fire Stations	26

Emergency Communications Center

ECC Employees	134.00
ETS Employees	8.00

(1) Cincinnati Business Courier, Book of Lists, "Greater Cincinnati Largest Employers" July 2018

(2) Demographic and Educational Data: Census Bureau American Community Survey (2016 Estimate)

(3) Labor Market Information: Ohio Department of Job and Family Services (Ohio Labor Market)

* Median Home Value for housing units with mortgage

(4) Information as of FY 2018 - FY 2019 unless otherwise specified

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

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

(7) Fleet assets include vehicles, moving equipment, construction equipment, and other various specialty units

(8) Information from Approved FY 2020 Budget

(9) Emergency Communications Center (ECC) includes ECC employees as well as Enterprise Technology Solutions (ETS0 employees assigned to ECC)



PARKS

East

Alms Park	Daniel Drake Park	Larz Anderson Park
Annwood Park	French Park	Owls Nest Park
Ault Park	Geier Esplanade	Pioneer Cemetery
Bettman Nature Preserve	Hyde Park Square	Stanbery Park
California Woods Nature Preserve	Kennedy Heights Park	

West

Buttercup Valley	McEvoy Park	Parkers Woods
Fernbank Park	Mt. Airy Forest	Rapid Run Park
Glenway Woods	Mt. Airy Arboretum	Sayler Park
Hoffner Park	Mt. Echo Park	Wilson Commons
LaBoiteaux Woods	Olden View Park	Westwood Town Hall Park

Central

Avon Woods	Fleischmann Gardens	Mt. Storm Park
Bellevue Park	Hauck Botanical Gardens	Piatt Park
Burnet Woods	Hopkins Park	Rawson Woods Nature Preserve
Caldwell Nature Preserve	Inwood Park	Washington Park
Eden Park	Laurel Park	
Fairview Park	Lytle Park	

River Parks

California Woods	Smale Riverfront Park
Otto Armleder Park	Sawyer Point & Yeatman’s Cove
Magrish Preserve	Fernbank Park
Theodore M. Berry International Friendship Park	

NATURE CENTERS

Avon Woods Nature Center	Krohn Conservatory
Bettman Natural Resource Center	LaBoiteaux Woods Nature Center
Buttercup Valley Preserve	Magrish Riverlands Preserve
Caldwell Nature Center	Rawson Woods Bird Preserve
California Woods Nature Center	Trailside Nature Center
Fox Preserve	



RECREATION CENTERS

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

POOLS AND SPRAYGROUNDS

Deep Water Pools

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

Shallow Water Pools

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

Indoor Pool

Mt. Auburn

Spraygrounds

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

COMMUNITY HEALTH CENTERS

Health Centers

Ambrose H. Clement Health Center
 Braxton F. Cann Memorial Medical Center
 Crest Smile Shoppe (Dental Clinic Only)
 Bobbie Sterne (Elm Street) Health Center
 Millvale at Hopple Street Health Center
 Northside Health Center
 Price Hill Health Center
 Walnut Street Health Center

Dental Clinic

No
 No
 Yes
 Yes
 Yes
 Yes
 Yes
 No

Pharmacy

Yes
 Yes
 No
 Yes
 Yes
 Yes
 Yes
 No



BUDGET DEVELOPMENT PRINCIPLES

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

- The budget will be structurally balanced.
- The City government encourages citizen participation in budget development.
- The City government reflects efficiency and effectiveness in service delivery, asset maintenance, and capital improvements in the budget.
- The City government at all times emphasizes sound financial planning and management.
- The Biennial Budget will include a multi-year General Fund forecast, with adjustments in the Budget Update.

Budget Engagement

The City has revamped the budget citizen engagement process to gather a variety of information for the City Council, the Mayor, and Administration to rely on as the Approved FY 2020-2021 Biennial Budget was created.

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

- Continuing use of the budget engagement website to keep people informed of upcoming opportunities.
- Publishing the "Your City Budget" presentation.
- Collecting more than 65 project requests from Community Councils through the Community Budget Request (CBR) process for the FY 2020-2021 Biennial Budget. The process for collecting Community Budget Requests from Community Councils began in May 2019 for the FY 2021 Budget Update.
- The Neighborhood Project Suggestion form on the City Planning website, created for the FY 2018-2019 Biennial Budget, was utilized again this year. More than 110 suggestions were collected, which City Departments reviewed and responded to.
- Budget Basics/Public Input sessions for various community and business groups for the FY 2020-2021 Biennial Budget in different areas of the City to continue the education process and help collect feedback.
- Offering three Employee Budget Engagement/Input sessions for the FY 2020-2021 Biennial Budget at different City facilities to ensure employees were able to attend and provide feedback. More than 115 employee budget suggestions were submitted.
- Presenting "Cincinnati's Capital Budget" at the 2019 Neighborhood Summit.

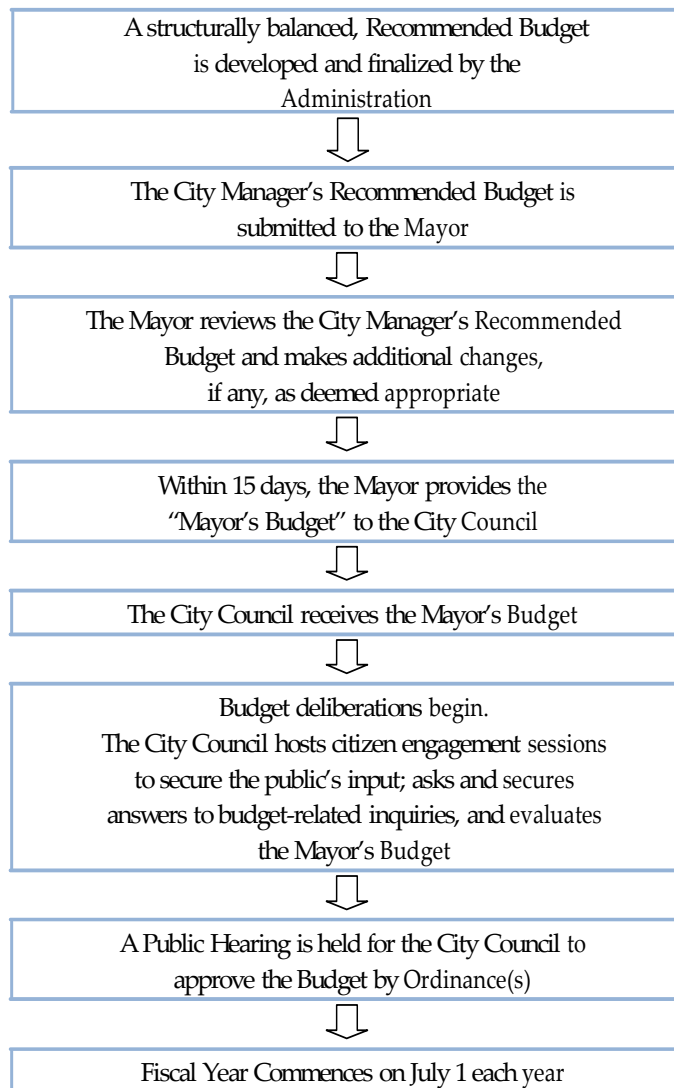


- Holding a public hearing on the FY 2020 City Council Budget Policy Motion.

While this has been a great start to enhance engagement, the process will be continually improved and expanded as the City begins work on the FY 2021 Budget Update.

BUDGET PROCESS

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



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



Development of the budget commences with the assignment of available resources to a “continuation” budget. A continuation budget is that part of the City’s budget necessary to continue the current level of services when adjusted for inflation, mandated rate increases, and/or applicable changes to salaries and benefits. The continuation budget is balanced with available resources and targets are established for each department.

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

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

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

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

The City Manager reviews the recommendations of the EBR and, in turn, develops the recommendations which are submitted to the Mayor for further consideration prior to submission to the City Council. Public comment is solicited during public hearings. The City Council approves the budget and immediately amends the budget during the same meeting of the City Council. The amendments will be included in the Approved FY 2020-2021 Biennial Budget.

BIENNIAL BUDGET

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

Although the City Council approves a multi-year budget, the State of Ohio requires cities to appropriate funds annually. For the first year of the biennium, the budget is “appropriated” by the City Council. The second year of the biennium is also “approved” by the City Council at that time. Subsequently, during the first year of the biennium, the City Council must formally appropriate the Approved FY 2020 Budget.



Operating Budget and Capital Budget

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

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

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

BASIS OF BUDGETING

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

There are more than 100 funds in use by the City of Cincinnati, and these funds are controlled by enabling legislation that sets the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for 23 of the largest and most active funds which are called principal restricted funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

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

Measurement Focus

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

The government-wide and proprietary funds' financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds' financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Non-exchange transac-



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

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

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

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

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



The City of Cincinnati's FY 2020 Approved Budget was developed and is maintained by funds. The following table shows the All Funds FY 2020 Approved Budget, which includes both Operating and Capital:

	FY 2020 Approved Budget	% of Total Budget (All Funds)
OPERATING		
General Fund	397,118,340	27.5%
Special Revenue Funds		
9-1-1 Cell Phone Fees	1,347,090	0.1%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	0.0%
Bond Retirement	129,220,550	9.0%
Cincinnati Area Geographic Information Systems (CAGIS)	4,700,780	0.3%
Cincinnati Health District	17,323,040	1.2%
Cincinnati Riverfront Park	1,013,820	0.1%
Community Health Center Activities	24,579,400	1.7%
Convention Center	9,637,150	0.7%
County Law Enforcement Applied Regionally (CLEAR)	5,354,140	0.4%
General Aviation	2,180,240	0.2%
Hazard Abatement	1,033,610	0.1%
Income Tax-Infrastructure	20,382,110	1.4%
Income Tax-Transit	55,989,340	3.9%
Metropolitan Sewer District	229,474,960	15.9%
Municipal Golf	5,560,760	0.4%
Municipal Motor Vehicle License Tax	3,721,810	0.3%
Parking Meters	4,493,440	0.3%
Parking System Facilities	7,451,370	0.5%
Recreation Special Activities	6,213,490	0.4%
Safe and Clean	50,500	0.0%
Sawyer Point	1,576,640	0.1%
Stormwater Management	23,787,110	1.6%
Street Construction Maintenance & Repair	15,843,240	1.1%
Streetcar Operations	3,501,670	0.2%
Water Works	149,413,970	10.4%
Other Restricted Funds	25,429,100	1.8%
TOTAL ALL FUNDS OPERATING BUDGET	\$ 1,146,597,670	79.5%
CAPITAL		
General Capital	63,505,000	4.4%
Restricted Capital Funds		
Convention Center	230,000	0.0%
General Aviation	592,000	0.0%
Income Tax-Transit	100,000	0.0%
Metropolitan Sewer District	67,000	0.0%
Metropolitan Sewer District Capital Improvements	134,972,195	9.4%
Municipal Golf	1,500	0.0%
Parking System Facilities	103,500	0.0%
Stormwater Management	9,050,000	0.6%
Telecommunications Services	30,000	0.0%
Water Works	32,000	0.0%
Water Works PIF	79,000,000	5.5%
Special Revenue Capital Funds		
Downtown South/Riverfront Equivalent	40,000	0.0%
Downtown/OTR West Equivalent	175,000	0.0%
Special Housing PIF	175,000	0.0%
Grant and Matching Funds		
Alternate Transportation Grants	5,640,000	0.4%
Fed Aviation Grants	1,000,000	0.1%
Road/Bridges Grants	1,220,000	0.1%
TOTAL ALL FUNDS CAPITAL BUDGET	\$ 295,933,195	20.5%
TOTAL ALL FUNDS FY 2020 APPROVED BUDGET	\$ 1,442,530,865	100.0%



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

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

The City reports the following major proprietary fund:

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

The City reports the following fund types:

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

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



FINANCIAL POLICIES

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

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

Accounting and Auditing Policies

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

Revenue Policies

- The City Council levies taxes or fees as specified in the City Charter, or as authorized under the laws of the State of Ohio, to generate revenue for service delivery and capital improvement purposes.
- The Biennial Budget is developed based on the current income tax and property tax structure in the City of Cincinnati.
- **Income Tax:** The City Income Tax is 2.1% of gross earnings by residents, non-residents who work in the City, and corporations located in the City. It is subdivided into four components: 1.55% for General Fund operating purposes, 0.30% 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's current property tax total is 12.10 mills per \$1,000 of assessed value. Property tax is subdivided into two components: 5.16 mills for General Fund operating purposes, and 7.26 mills for debt requirements of the Capital Improvement Program for Calendar Year (CY) 2019. The CY 2020 Property Tax rate is 5.19 mills for General Fund operating purposes and remains unchanged at 7.26 mills for debt requirements of the Capital Improvement Program.
- Intergovernmental revenues are sought from State, Federal, and other sources. The City is not obligated to continue financial support for non-City funded programs and projects after non-City funding has lapsed, except as agreed to as a condition of acceptance of intergovernmental revenues.
- The City ensures revenue collection through efficient collection systems.

Debt Policies

- The City will issue bonds for capital improvements and not for recurring operating expenditures.
- The City publishes an Official Statement for each bond issue in accordance with rules promulgated by the Securities and Exchange Commission.
- The City fulfills all obligations for secondary market disclosure to keep bond market participants informed of significant financial activities of the City.
- The City primarily utilizes dedicated property tax proceeds to support debt service payments on general obligation bonds and notes. It also levies taxes on property based on debt limitations in the Ohio Revised Code and the City Charter as follows:
 - As a result of a prior Court decision, the City has the right to levy property taxes without limitation to support its lawfully issued bonds and notes, and the City's ability to incur debt will be limited only by the arithmetical (percentage) limitations set forth under Section 133.05 of the Ohio Revised Code.
 - Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10.5% of the City's assessed valuation, and that the principal amount of unvoted debt may not exceed 5.5% of the City's assessed valuation. The Code also provides several exemptions of debt from the 5.5% and 10.5% limitations.
 - The City retires approximately 71% of outstanding debt within 10 years.
 - Moody's rates the City's general obligation bonds "Aa2", their third highest rating. The City's bond rating by Standard and Poor is "AA", their second highest rating. Both ratings reflect a stable outlook.



- Section #9, “Long-Term Debt” on Page 79 of the City of Cincinnati’s 2018 Comprehensive Annual Financial Report (CAFR) contains detail on the City’s long-term debt structure. Please refer to the CAFR for further information.

Investment Policy

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

Fund Balance Reserves Policy

- To achieve the Government Finance Officers Association’s (GFOA) recommended minimum fund balance reserves of two months of revenue by Fiscal Year 2020, the City Council approved Ordinance No. 0253-2015 on July 1, 2015. The City Council subsequently amended the policy through Ordinance No. 0213-2019 on June 19, 2019. The Ordinance updated the policy of managing the Stabilization Funds to help the city achieve compliance while still providing flexibility to deal with unexpected one-time expenditures. The Stabilization of Funds of the City include the following:
 1. General Fund Carryover Balance: will maintain one and fifty one hundredths percent (1.50%) of estimated General Fund operating revenues.
 2. General Fund Contingency Account: to be used for one-time unfunded events, shall have a balance which is two and zero one hundredths percent (2.00%) of estimated general operating revenues.
 3. Economic Downturn Reserve Account: to be used for unforeseen economic events or circumstances that cause unexpected drops in General Fund Income Tax Revenue, which result in a budgetary imbalance that cannot be resolved through immediate budgetary adjustments, has a balance which is five and zero one hundredths percent (5.00%) of estimated general operating revenues.
 4. Working Capital Reserve: minimum reserve level of eight and twenty one hundredths percent (8.20%) of general operating revenues. Used only in the event of an emergency or a catastrophic need of the City.

Operating Budget Policies

- The City prepares a General Fund Multi-year Forecast every two years, which provides estimates of income tax and property tax revenue changes and expenditure changes for the forecast period. Explanations of revenue and expenditure assumptions are included in the forecast.
- Mid-year budget monitoring exercises are conducted each year to identify budget issues at the department level to ensure budgets remain within their appropriated funding level.
- The City prepares Final Adjustment Ordinances for the General Fund and Principal Restricted Fund accounts at the end of each year for the purpose of realigning accounts and



providing funds for the on-going needs of City departments in order to ensure that all departments have balanced budgets by year-end.

- At the beginning of budget development, targets are established for Operating Budget expenditures. These targets reflect adjustments for program changes, any applicable increases in salaries and wages, and inflationary increases in non-personnel items and services. Budgetary requests in excess of the target amounts are considered exceptions and must meet one of the following criteria: legal mandates, City Council mandates, or City Manager initiatives.
- The City strives for a structurally balanced budget for the General Fund and each Principal Restricted Fund where annual total expenditures and encumbrances are equal to or less than the annual revenue estimate for the fund.
- A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year is considered a balanced budget in order to comply with State Law.

Capital Budget Policies

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



8. Service Betterment: to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.

PLANNING THE BUDGET

Under the leadership of the City Manager, five strategic priorities were identified that guided the FY 2016-2017 Biennial Budget development and have continued as the City's strategic focus into the FY 2020-2021 Biennium. The strategic priorities include:



To develop a multi-year financial forecast, an econometric forecasting firm is contracted to provide the City with a five-year economic forecast. The forecast provides a fiscal context for the development of budget policies. In May 2019, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2019 to 2023.

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

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

In addition to the comprehensive plan, the City adopted a five-year Consolidated Plan (2015-2019), which guides the use of the City's major federal funds, such as the Community Development Block Grant. The five-year Consolidated Plan incorporates the City's Housing Policy and Economic Development strategies while focusing on three major objectives of providing decent affordable housing, creating suitable living environments, and creating economic opportunities. This document is considered and adopted as a separate process and not included in this document.

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



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



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



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Mayor John Cranley:

August 20, 2019

INTRODUCTION

Guided by your strong vision and leadership, and the continued direction and support provided by the members of the City Council, I am pleased to present a structurally balanced Biennial Budget for Fiscal Years (FY) 2020 and 2021 ("Approved Budget").

As you know, the City faced the difficult task of reconciling an \$18.9 million General Fund budget deficit, which was exacerbated by the loss of state government funding and not having access to many of the revenue enhancement strategies and one-time sources used in previous budgets.

However, through engagement, collaboration, and prioritization, we have created an Approved Budget that is not only structurally balanced but also maintains, and in some situations enhances, essential core services and avoids harsh cuts to the City services that Cincinnatians depend on.

BUDGET POLICY DIRECTION

Mr. Mayor, you, the City Council and residents have made it clear that your top priority is maintaining core services. With this Approved Budget, we have taken heed to that charge. For example, in this budget, we are adding new resources to the Department of Public Services to further complement efforts such as litter collection, pothole repair, and landslide cleanup response. Public safety also receives a top priority in this budget, and we continue our investment in our Police, Fire, and Emergency Communications operations.

Based on the City Council's policy direction, this document also includes 1.2% of General Fund Revenue budgeted towards Human Services to ensure the most vulnerable members of our community continue to receive the services on which they have come to rely.

It is fair to say that at times this budget looked dire; however, I am pleased to announce that despite that rough outlook, we did not close any recreation centers, pools, parks, or shutter any health centers. Additionally, no layoffs or furloughs were included in this budget. To make this possible, however, numerous vacant



positions were eliminated, and several employees were shifted to existing vacant positions within the organization to reduce cost in the General Fund.

BALANCING THE FY 2020 BUDGET



Considering the budget deficit, many difficult decisions had to be made in order to avoid layoffs and maintain services. Balancing was accomplished through a combination of revenue increases and expenditure reductions.

REVENUE INCREASES AND ENHANCEMENTS:

Due to a better than expected third and fourth quarter year-to-date, the Income Tax forecast has been revised resulting in a \$8.0 million increase to the FY 2020 estimate. Our strong economy and job growth are paying dividends which has allowed us to avoid severe reductions in this budget that would impact our ability to deliver services to those who live, play, and work in Cincinnati.

As previously articulated, the City Administration has exhausted almost all its revenue-enhancing mechanisms. To balance a budget deficit of this size, the City could not rely on one-time sources alone. We utilized one new fee adjustment - the elimination of the \$1.05 per ticket exemption on Admissions Tax - which will result in an estimated \$200,000 increase to the General Fund.

EXPENDITURE REDUCTIONS:

Expenditure reductions in the amount of \$14.0 million were necessary to balance the budget. Reductions include:

- Eliminating 63.25 full-time employees (FTE) in the General Fund, including five filled positions. These eliminated positions were administrative in nature and did not directly impact the delivery of core services; however, the staffing changes will likely reduce the City's capacity to research and respond to certain administrative matters as quickly and efficiently as desired. All employees displaced were offered a vacant position within the City, though some are at a lower pay rate than their previous salary.
- Freezing vacant positions.
- An additional 20% rate increase to fund capital eligible Stormwater Management (SMU) expenditures and shift General Fund eligible expenditures to the Stormwater Management Fund.
- Shifting of eligible General Fund expenses to various Restricted Funds. This includes Enterprise Technology Solutions (ETS) staff billing time worked on capital projects to information technology (IT) related Restricted Funds; the Department of City Planning using in-house staff for neighborhood plans related to capital projects instead of consultants; and the Law Department billing time to the Property Management Fund. The Parks Department and the Cincinnati Recreation Commission will use special revenue funds to pay direct expenditures related to the funds' purposes. In each of these cases, service levels will remain consistent.



KEY SERVICES MAINTAINED AND ENHANCED

The reductions and revenue enhancements outlined above enable the City to maintain and improve General Fund service to the community. Key services positively affected as a result of these actions include:

Public Services

The Approved Budget provides a series of service enhancements to Cincinnati residents. Due to the recent statewide gas tax increase, funds available for pothole repair, road paving, roadway structure maintenance, and hard surfaces have increased. This budget adds 12 additional FTEs and significant funding for material and equipment related to these needs. It is anticipated that these additional resources will allow the Department of Public Services to maintain local roadways with greater speed and efficiency, and with longer lasting results. A \$5.00 per motor vehicle license increase, as approved by the State of Ohio, is included for FY 2020.



Public Safety

This Approved Budget supports a new 30-person Police Recruit Class which is slated to begin in November 2019. Emergency Communications Center (ECC) staffing continues to be a primary point of emphasis for the Administration as we move forward with ongoing enhancements to the City's emergency communications operations. To support these efforts, we included the addition of new staff positions that will focus on continuing the progress the City has made toward meeting the goals outlined in the ECC Action Plan and the third-party organizational assessment. The budget also allocates funds for necessary technological improvements to the Emergency Operations Center (EOC) and the interview rooms at several Police districts. Maintenance of the Genesis Extrication Tool, which is used by the Fire Department to rescue individuals trapped in vehicles, is included as well.

Mr. Mayor, you and the City Council have made clear the importance of prioritizing pedestrian safety and landslide mitigation efforts. This budget does that by providing crucial resources that will enable the City to expand upon the initiatives already in place and introduce new programs or tools to strengthen our performance in both areas.

CONCLUSION



Creating a structurally balanced Approved Budget that enhances core services and minimizes potential layoffs and facility closures in the face of an \$18.9 million General Fund deficit was no easy task.

This Approved Budget is only possible because of the months of hard work and dedication of City staff. Numerous City employees took part in engagement sessions related to this budget. Their input generated more than 110 ideas for improving processes, eliminating costs and enhancing efficiencies that would benefit not only our City's fiscal standing but our general operation as a municipal government. This Approved Budget is better because of their interest and action.

Budget Message

City Manager's Message



I also want to express my appreciation to the many residents who have submitted ideas and provided feedback as part of this budget process.

Lastly, I want to thank you, Mayor Cranley, and the entire City Council, for the leadership, direction and support for so many of the priorities outlined herein. The Approved Biennial Budget for FY 2020/2021 reflects those priorities. The Administration is glad to have worked with you to gather information, address concerns and answer each and every question that you had.

A handwritten signature in blue ink that reads "Patrick A. Duhaney". The signature is fluid and cursive, with a long, sweeping tail that loops back under the name.

Patrick A. Duhaney
City Manager



ALL FUNDS BUDGET

The Approved FY 2020-2021 Biennial Budget totals \$1.4 billion and includes a \$1.1 billion Operating Budget and a Capital Budget totaling \$295.9 million. As required by state law, all funds are balanced.

Table I - Approved FY 2020-21 All Funds Budget

(\$ in Millions)	2018-2019 Biennial		2020 Approved	From 2019 Update Approved		2021 Approved
	2018 Approved	2019 Update Approved		\$ Change	% Change	
Operating Budget						
General Fund ⁽¹⁾	\$395.7	\$403.7	\$397.1	-\$6.6	-1.6%	\$402.2
Restricted Funds	\$674.4	\$689.1	\$749.5	\$60.4	8.8%	\$815.6
Subtotal Operating Budget	\$1,070.1	\$1,092.8	\$1,146.6	\$53.8	4.9%	\$1,217.8
Capital Budget						
General Capital Budget	\$76.7	\$85.4	\$63.5	-\$21.9	-25.6%	\$63.3
Restricted Funds Capital	\$394.0	\$219.3	\$224.2	\$4.9	2.2%	\$208.2
Special Revenue/Matching Capital	\$34.1	\$16.0	\$8.3	-\$7.7	-48.1%	\$5.7
Subtotal Capital Budget	\$504.8	\$320.7	\$295.9	-\$24.8	-7.7%	\$277.1
Total All Funds Budget	\$1,574.9	\$1,413.5	\$1,442.5	\$29.0	2.1%	\$1,494.9

⁽¹⁾The Approved FY 2020 and FY 2021 General Fund amounts do not include \$16.7 million and \$16.8 million respectively in Health Department funding that is now in the Cincinnati Health District Restricted Fund; the Approved FY 2020 General Fund amount does not include \$0.5 million in funding that is being transferred to the Streetcar Operations Fund.

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

The Operating Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Approved Fiscal Year (FY) 2020-2021 Biennial Budget. The Approved FY 2020-2021 Biennial Operating Budget is structurally balanced and does not use one-time sources to balance.

Operating Budget Summary

FY 2020-2021 Biennial Budget



Developing the Approved FY 2020-2021 Biennial Budget commenced in November 2018.

Approved FY 2020 - 2021 Operating Budget - Development Calendar

	2018 Dates
Calendar Year 2020 Tentative Tax Budget Submitted to City Council	November 30
2020 Tentative Tax Budget Public Hearing Notice Posted in Clerk's Office	December 5
	2019 Dates
2020 Tentative Tax Budget Public Hearing (Special Meeting)	January 3
Calendar Year 2020 Tentative Tax Budget Passage	January 9
Tentative Tax Budget Deadline to County Auditor's Office	January 15
Weekly Budget Presentations at Budget and Finance Committee	January 22 - March 11
City departments developed proposed FY 2020-2021 budgets	February 14 - March 12
Departments submitted proposed FY 2020-2021 budgets	March 12
Office of Budget and Evaluation analyzed proposed budgets and prepared for Executive Budget Review (EBR) team meetings	March 13 – March 25
Neighborhood Summit - "Resiliency"	March 16
City Council Submitted Draft of Budget Policy Motion to Committee	March 18
Public Hearing: Budget Policy Motion	March 25
City Council Approved the Budget Policy Motion at City Council	March 27
Executive Budget Review team conducted Departmental Budget Review meetings	March 25 – April 4
City Manager and Office of Budget and Evaluation prepared Recommended FY 2020-2021 Biennial Operating Budget	April 4 – May 9
City Manager's Recommended FY 2020-2021 Biennial Operating Budget presented to Mayor John Cranley	May 9
Mayor provides the City Council with the Recommended FY 2020-2021 Biennial Operating Budget	May 24
City Manager's FY 2020 Budget Presentation	May 28
Department Heads Budget Input Session 1	May 28
Department Heads Budget Input Session 2	June 3
Public Hearings	
LeBlond Recreation Center, 2335 Riverside Drive, 45202	May 29
UC Innovation Hub, 2900 Reading Road, 45206	June 3
Madcap Theatre, 3064 Harrison Ave., 45211	June 4
Council Motions Due to Budget & Finance Committee Chair	June 7
Budget and Finance Committee Meeting to Discuss Motions	June 10
Budget and Finance Committee Meeting to Propose Consolidated Motions	June 11
Budget and Finance Committee Meeting to Propose Consolidated Motions	June 13
Budget and Finance Committee Meeting to Approve Budget Ordinances	June 17
City Council Adopts FY 2020-2021 Biennial Operating Budget	June 19 and June 26
FY 2020 Commences	July 1



ALL FUNDS OPERATING BUDGET

Table II - Approved FY 2020 - 2021 All Funds Operating Budget

(\$ in Millions)	2018-2019 Biennial		From 2019 Update Approved			From 2020 Approved		
	2018 Approved	2019 Update Approved	2020 Approved	\$ Change	% Change	2021 Approved	\$ Change	% Change
Operating Budget								
General Fund ⁽¹⁾	\$395.8	\$406.3	\$416.9	\$10.6	2.6%	\$421.6	\$4.7	1.1%
Restricted Funds ⁽²⁾	\$674.4	\$689.1	\$732.3	\$43.2	6.3%	\$798.8	\$66.5	9.1%
Grand Total	\$1,070.2	\$1,095.4	\$1,149.2	\$53.8	4.9%	\$1,220.4	\$71.2	6.2%

⁽¹⁾ Includes Transfers Out; FY 2020 and FY 2021 include \$16.7 million and \$16.8 million in transfers out respectively to the Cincinnati Health District Restricted Fund; FY 2020 includes \$0.5 million in transfers out to the Streetcar Operations Fund.

⁽²⁾ The Approved FY 2020 and FY 2021 Restricted Funds amounts do not include \$16.7 million and \$16.8 million respectively in Health Department funding that is now in the Cincinnati Health District Restricted Fund; FY 2020 Restricted Fund amount does not include \$0.5 million that is being transferred to the Streetcar Operations Fund.

The Approved FY 2020 All Funds Operating Expense Budget totals \$1.1 billion and represents a 4.9% increase of \$53.8 million when compared to the Approved FY 2019 Budget Update. The increase is attributed to a \$43.2 million increase in the Restricted Funds which is in addition to a \$10.6 million increase in the General Fund. This is primarily attributed to: a \$10.1 million increase in the Water Works Fund; a \$9.6 million increase in the Metropolitan Sewer District Fund; a \$4.1 million increase in the Stormwater Management Fund; a \$4.0 million increase in the Bond Retirement Fund; a \$3.9 million dollar increase in the Street Construction Maintenance & Repair Fund; a \$2.3 million increase in the Income Tax-Transit Fund; a \$1.2 million increase in the Recreation Special Activities Fund; a \$0.7 million increase in the Municipal Motor Vehicle License Tax Fund; and various other increases and decreases in a variety of funds. All restricted funds' expenditure budgets are balanced to available resources in FY 2020 and FY 2021. More details on the restricted funds are included in this section and the Financial Summaries section of the Approved FY 2020-2021 Biennial Budget document.

The Approved FY 2020 General Fund Operating Expense Budget, including transfers out, totals \$416.9 million, which represents a \$10.6 million, or 2.6%, increase from the Approved FY 2019 Budget Update as shown in Table II.

BUDGET ASSUMPTIONS

The City's Five Strategic Priorities guided and informed the development of the Approved FY 2020 General Fund Operating Budget. The Approved FY 2020 General Fund Operating Budget is structurally balanced. The following summary includes the major assumptions used in developing the Approved FY 2020-2021 Biennial Budget.

- For FY 2020 and FY 2021, the following salary increases have been budgeted:
 - IAFF (International Association of Fire Fighters) and FOP (Fraternal Order of Police) represented employees are budgeted for a 2.0% cost-of-living adjustment (COLA).
 - CODE (Cincinnati Organized and Dedicated Employees), AFSCME (American Federation of State, County and Municipal Employees), Teamsters, and Cincinnati Building Trades Council employees are budgeted for a 1.0% cost-of-living adjustment (COLA) on the effective date of

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their next contracts. All non-represented employees are budgeted for a 1.0% cost-of-living adjustment (COLA) in July 2019.

- The IAFF contract was ratified in June 2019. The CODE and FOP labor agreements both expired before the end of FY 2019. Negotiations have or will begin with each bargaining unit corresponding with each individual labor agreement expiration date. The AFSCME, AFSCME Municipal Workers (MWs), Cincinnati Building Trades Council, and Teamsters labor agreements are due to expire in early FY 2020. The cost-of-living adjustments for all represented employees are subject to negotiation and will require both union ratification and approval by the City Council.
2. Step increases are funded pursuant to labor contracts, which range from less than 2.0% to over 4.0% for most represented positions that are not at the top of the respective salary range. A 3.0% merit increase for non-represented employees is also budgeted in FY 2020. Note: 89.4% of all full-time employees are represented and 10.6% are non-represented.
 3. Overtime expense is limited to emergencies for non-public safety staff in the General Fund. Table III provides the budgeted overtime expenses for all full-time employees in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

Department Type	General Fund	Restricted Funds	All Funds
Public Safety	\$ 10,543,664	\$ -	\$ 10,543,664
Non-Public Safety	391,997	4,679,984	5,071,981
Grand Total	\$ 10,935,661	\$ 4,679,984	\$ 15,615,645

4. The Mayor and members of the City Council have not voted for a raise; therefore, the Approved Budget includes a 0.0% increase for the Mayor and the City Council.
5. The Approved FY 2020-2021 Biennial Budget includes a 16.25% employer pension contribution rate for members of the Cincinnati Retirement System (CRS). This amount is consistent with the Collaborative Settlement Agreement entered into by the City of Cincinnati on April 30, 2015. The budget also provides for employer contributions to the Ohio Public Employees Retirement System (OPERS) at 14.0%, the Ohio Police & Fire Pension Fund at 19.5% for sworn police officers, and the Ohio Police & Fire Pension Fund at 24.0% for sworn firefighters. The match amount for Deferred Compensation is set at \$150 for AFSCME members and \$750 for CODE and non-represented employees.
6. As part of the aforementioned Collaborative Settlement Agreement, a Deferred Option Retirement Plan (DROP) was instituted. DROP is a voluntary plan for active members of the Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA). Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati. Employees who enter the plan receive a lump sum payment for their accumulated leave balances as if they had retired on the date they enter the plan. Because of this as well as increased retirements notwithstanding DROP, additional funds are needed to make these lump sum payments. The Approved FY 2020 Budget includes an additional \$283,079 in the Lump Sum Payments Non-Departmental account.



7. Any City employee who is enrolled in an Anthem plan, is either in the traditional 80/20 plan or the High Deductible Health Plan (HDHP). Under both plans, the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. FOP members hired before September 2016 and IAFF members hired before April 2016 have an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. All other employees have an out-of-pocket maximum of \$2,000 for a single plan and \$4,000 for a family plan. As of January 1, 2019, the premium share for all non-represented and Building Trades employees is 10%. Due to premium caps in all union contracts with the exception of Building Trades, the employee share has dropped below 10%, to approximately 8.2% in 2019, and will continue to drop if the total premium increases. The 80/20 out-of-pocket maximum does not include prescription expenses. The 80/20 plan participants are enrolled in three-tier (\$10/\$20/\$30) prescription drug coverage through OptumRx. Under the HDHP, prescriptions are covered in the same manner as all other medical expenses in that the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. For all employees, the HDHP out-of-pocket maximum is \$3,400 for a single plan and \$6,800 for a family plan. The HDHP participants are also enrolled in prescription drug coverage through OptumRx.
8. All City employees also have the option to enroll in the City's Integrated Health Reimbursement Arrangement (HRA) if they have other group health coverage available to them. This allows them to receive reimbursement from the City for premiums and out-of-pocket medical expenses when enrolled in another group health plan.
9. During FY 2019, Healthy Lifestyles participant incentives were reduced from \$500 to \$300 per participant, a spousal surcharge of \$100 per month was instituted for non-represented employees, and specified lifestyle medications are no longer covered under the City's Healthcare Plan.
10. Calendar Year 2020 health care expenses are not budgeted to increase at this time. Final rates will not be set until later in calendar year 2019.
11. Fuel costs are budgeted at \$2.35 per gallon for gasoline and \$2.58 for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2020; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.
12. The Health Department's General Fund budget has been shifted to the newly created Cincinnati Health District Fund. General Fund resources will be transferred out to this new fund to provide the necessary resources for the department's expenditures.
13. In Enterprise Services, the Division of Parking Facilities within the Department of Community and Economic Development has been altered to functionally separate off-street parking (garages, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which has been re-activated for FY 2020.

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14. The Approved FY 2020-2021 Biennial Budget was prepared using data analytics and includes performance management outcomes as described by the City's Office of Performance and Data Analytics (OPDA) to maintain basic services and streamline service delivery at the highest quality at the lowest possible cost to the citizens.
15. The FY 2020-2021 Biennial Budget included a 1.0% Consumer Price Index (CPI) inflationary increase across non-personnel expenses for FY 2020 and FY 2021. This increase has been rolled back across a majority of non-personnel object codes as expenditure savings in FY 2020 in the Approved FY 2020-FY 2021 Biennial Budget.
16. The City Manager's Recommended Budget included the transfer of Fire Dispatch employees from the Cincinnati Fire Department to the Emergency Communications Center. This transfer was ultimately reversed, and the Approved FY 2020-2021 Biennial Budget reflects Fire Dispatch employees remaining in the Cincinnati Fire Department.
17. The Approved FY 2020 Budget for the Department of Transportation & Engineering (DOTE) reflects a re-organization that was not originally included in the City Manager's Recommended Budget. In a continuing effort to absorb the impacts of the permanent loss of 18.0 FTEs and in anticipation of a senior staff member retiring on June 30, 2019, DOTE eliminated the Right of Way Management (ROW) Section. The duties and functions of the ROW Management Section are being absorbed by the Construction Management Section and the Transportation Planning and Urban Design (TPUD) Division. 10.0 FTEs were transferred within the Engineering Division and 17.0 FTEs were transferred from the Engineering Division to TPUD. This change allows DOTE to maximize the available resources and streamline some the right of way regulatory processes. These transfers are budget neutral and do not affect DOTE's overall FTE complement.
18. A 1.0 FTE Computer Programmer/Analyst position budgeted in Enterprise Technology Solutions in the City Manager's Recommended Budget was administratively transferred to the Cincinnati Police Department. The Approved FY 2020-FY 2021 Biennial Budget reflects this transfer.
19. In the City Manager's Recommended Budget, the budget for the Public Employees Assistance Program (PEAP) in Public Employees Assistance Fund 420 was understated by \$321,596 and 3.70 Full-Time Equivalents (FTEs). The FTEs that were not included are the part-time Public Health Consultant positions. This has been corrected in the Approved FY 2020-FY 2021 Biennial Budget.

LEVERAGED SUPPORT

The City of Cincinnati leverages funding and other resources to support neighborhood revitalization, economic development, human services, and violence prevention. The Approved FY 2020 General Fund Budget includes the following leveraged support, which totals \$11.1 million, or 2.7% of the Approved FY 2020 General Fund Budget. Among the \$11.1 million in total leveraged support, \$7.1 million or 1.7% of the Approved FY 2020 General Fund Budget is dedicated to Human Services and Violence Prevention.



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Table IV – Leveraged Support

	FY 2019 Approved Budget Update	City Manager's FY 2020 Recommended Budget	Mayor's Adjustments to FY 2020 Budget	Council's Adjustments to FY 2020 Budget	FY 2020 Approved Budget
Neighborhood Support					
3CDC (For Fountain Square)	\$257,820	\$200,000	\$0	\$0	\$200,000
3CDC (Operating Support for Washington Park and Ziegler Park)	\$375,000	\$375,000	\$0	\$0	\$375,000
Chamber of Commerce - Immigration Center Partnership (COMPASS)	\$50,000	\$0	\$50,000	\$0	\$50,000
Community Urban Agriculture (FY 2020 One-Time Funding)	\$21,890	\$0	\$0	\$20,000	\$20,000
Invest in Neighborhoods (FY 2020 Partial One-Time Funding of \$12,500)	\$37,500	\$0	\$37,500	\$12,500	\$50,000
Keep Cincinnati Beautiful (FY 2020 Partial One-Time Funding of \$75,000)	\$399,650	\$0	\$400,000	\$0	\$400,000
Neighborhood Business Districts	\$129,600	\$120,000	\$0	\$0	\$120,000
Neighborhood Community Councils	\$340,429	\$340,000	\$0	\$0	\$340,000
Neighborhood Games (FY 2020 One-Time Funding)	\$7,500	\$0	\$0	\$10,000	\$10,000
Summer Youth Jobs Initiative	\$247,684	\$0	\$250,000	\$0	\$250,000
The Corporation for Findlay Market	\$4,500	\$0	\$0	\$0	\$0
Total Neighborhood Support	\$1,871,573	\$1,035,000	\$737,500	\$42,500	\$1,815,000
Economic Development					
African American Chamber of Commerce	\$325,000	\$0	\$325,000	\$0	\$325,000
CincyTech	\$177,010	\$0	\$250,000	\$0	\$250,000
Cinrifuse	\$177,010	\$0	\$250,000	\$0	\$250,000
Film Commission (FY 2020 One-Time Funding)	\$56,250	\$0	\$56,250	\$0	\$56,250
Greater Cincinnati Energy Alliance	\$37,500	\$0	\$37,000	\$0	\$37,000
Hillman Accelerator (FY 2020 One-Time Funding)	\$88,505	\$0	\$0	\$100,000	\$100,000
Homebase Cincinnati (formerly CDC Association of Greater Cincinnati)	\$143,700	\$0	\$143,000	\$0	\$143,000
MORTAR	\$65,000	\$0	\$65,000	\$0	\$65,000
Regional Economic Development Initiative (REDI)	\$250,000	\$0	\$250,000	\$0	\$250,000
The Port (formerly Greater Cincinnati Redevelopment Authority / Port Authority)*	\$700,000	\$700,000	\$0	\$0	\$700,000
Total Economic Development	\$2,019,975	\$700,000	\$1,376,250	\$100,000	\$2,176,250
Human Services and Violence Prevention					
Bethany House (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$100,000	\$100,000
Center for Addiction Treatment (FY 2020 Partial One-Time Funding of \$41,250)	\$77,885	\$0	\$46,250	\$41,250	\$87,500
Center for Closing the Health Gap (FY 2020 Partial One-Time Funding of \$492,250)	\$550,000	\$0	\$0	\$750,000	\$750,000
Cincinnati Works	\$250,000	\$0	\$250,000	\$0	\$250,000
City Human Services Fund (administered by United Way)	\$3,880,000	\$4,800,000	\$0	\$0	\$4,800,000
Eviction Prevention Initiative	\$0	\$0	\$250,000	\$0	\$250,000
FamiliesFORWARD (Victory Over Violence: Building Family Resiliency) (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$75,000	\$75,000
GeneroCity 513	\$0	\$0	\$75,000	\$0	\$75,000
Immigrant and Refugee Law Center (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$50,000	\$50,000
Needle Exchange Program	\$150,000	\$0	\$150,000	\$0	\$150,000
Santa Maria Community Services (Lower Price Hill Collaborative) (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$100,000	\$100,000
Shelterhouse	\$0	\$0	\$200,000	\$0	\$200,000
Strategies to End Homelessness (Winter Shelter)	\$84,827	\$105,000	\$0	\$0	\$105,000
The University of Cincinnati's Legal Access Program (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$50,000	\$50,000
Urban League of Greater Southern Ohio (Youth Councils) (FY 2020 One-Time Funding)	\$0	\$0	\$0	\$99,583	\$99,583
Violence Prevention Program (administered by United Way)**	\$187,500	\$0	\$0	\$0	\$0
Total Human Services	\$5,180,212	\$4,905,000	\$971,250	\$1,265,833	\$7,142,083
Grand Total	\$9,071,760	\$6,640,000	\$3,085,000	\$1,408,333	\$11,133,333

*The leveraged support for The Port will be reimbursed based on a contractual obligation; FY 2020 General Fund Revenues have been increased by \$700,000 to reflect this.

**Beginning in FY 2020, Violence Prevention funding is included in the City Human Services Fund, which is administered by United Way. Ordinance No. 0212-2019 established the City of Cincinnati's human service funding priorities for FY 2020 and advised United Way of City Council's priorities as follows: Reduced Homelessness, 31.5%; Comprehensive Workforce Development Support, 31.5%; Emergency Wrap-Around Services (through Project LIFT), 17.0%; Addiction Prevention, 11.5%; Violence Prevention, 3.5%; Senior Services, 3.0%; Overhead, 2.0%.



REVENUES

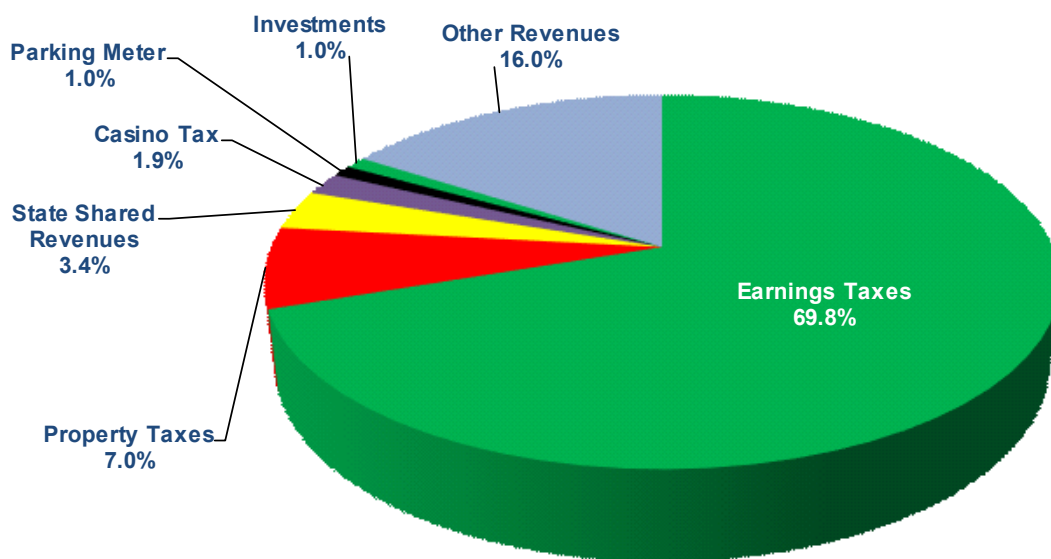
General Fund

The General Fund revenue estimate for the Approved FY 2020 Budget in Table V totals \$415.0 million, which is a 2.6% (or \$10.3 million) increase over the Approved FY 2019 Budget Update amount of \$404.7 million.

Table V – Approved FY 2020-2021 General Fund Revenue Estimates

Category	Biennial Budget			Approved FY 2019 Update to Approved FY 2020	Approved FY 2020 to Approved FY 2021
	Approved FY 2019 Update	Approved FY 2020	Approved FY 2021		
Earnings Taxes	280,700	289,500	296,308	3.1%	2.4%
Property Taxes	28,988	28,988	28,988	0.0%	0.0%
State Shared Revenues	12,000	14,100	14,100	17.5%	0.0%
Casino Tax	8,000	8,000	8,000	0.0%	0.0%
Parking Meter	5,032	4,032	4,032	-19.9%	0.0%
Investments	3,500	4,200	4,200	20.0%	0.0%
Other Revenues	66,487	66,213	66,005	-0.4%	-0.3%
Total	404,707	415,033	421,633	2.6%	1.6%

Graph I – Approved FY 2020 General Fund Operating Revenue Budget





City Earnings Tax

The University of Cincinnati Economics Center reviewed and updated the earnings tax estimate in May 2019 to reflect an average annual increase of 2.36% from fiscal years 2020 to 2024. The earnings tax revenue projection for FY 2020 is \$289.5 million which is \$8.8 million higher than the Approved FY 2019 Budget Update amount of \$280.7 million.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The earnings tax is the largest single source of General Fund revenue and accounts for approximately 69.8% of those revenues in FY 2020.

Property Tax

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the CY 2019 millage was set at 5.16 mills. The calendar year (CY) 2020 property tax millage for operating purposes has been set at 5.19 mills which will yield \$29.0 million, including rollback, in property tax revenue, which is the same amount as compared to the Approved FY 2019 Budget Update. Property tax is the second largest revenue source at approximately 7.0% of the Approved FY 2020 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.4% of General Fund revenues for FY 2020. There is one major source of these revenues: the Local Government Fund.

The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. For FY 2020, the total allocated to the City is approximately \$14.1 million, which has been reduced significantly since the State imposed cuts in 2011 as shown in the following chart:

Table VI – State Reductions from 2011 to 2018 on a Calendar Year Basis

	Base Year							
	CY2011	CY2012	CY2013	CY2014	CY2015	CY2016	CY2017	CY2018
Local Government Fund	\$ 21,533,062	\$ 14,735,401	\$ 11,171,423	\$ 10,922,828	\$ 11,945,974	\$ 11,670,956	\$ 11,793,767	\$ 11,877,839
Local Government Fund - State	\$ 4,021,586	\$ 2,797,064	\$ 2,279,603	\$ 2,251,989	\$ 1,769,630	\$ 810,004	\$ 301,591	\$ -
Estate Tax	\$ 15,174,153	\$ 15,163,444	\$ 10,655,794	\$ 1,362,973	\$ 825,483	\$ -	\$ -	\$ 947
Total	\$ 40,728,801	\$ 32,695,909	\$ 24,106,820	\$ 14,537,790	\$ 14,541,086	\$ 12,480,960	\$ 12,095,358	\$ 11,878,786
Reduction from Base Year		\$ 8,032,893	\$ 16,621,982	\$ 26,191,011	\$ 26,187,715	\$ 28,247,841	\$ 28,633,443	\$ 28,850,015
Percentage Cut from CY 2011		19.7%	40.8%	64.3%	64.3%	69.4%	70.3%	70.8%
Cumulative Amount of Reductions		\$ 8,032,893	\$ 24,654,874	\$ 50,845,886	\$ 77,033,601	\$ 105,281,442	\$ 133,914,885	\$ 162,764,900

* CY 2012 Estate Tax has been reduced by \$6.2 million due to County error in distribution, which was not identified until 2015, and paid back by the City over three years.

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Casino Tax

In FY 2020, it is estimated that the Casino Tax will generate \$8.0 million. The Casino Tax accounts for 1.9% of the General Fund revenue in FY 2020 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds, which account for 1.0% of the General Fund revenue for FY 2020, are expected to increase by \$700,000 when compared to the Approved FY 2019 Budget Update.

Parking Meter

Parking Meter revenue in the General Fund totals \$4.0 million, or 1.0% of the General Fund revenue. During FY 2019, adding additional meters in Over-the-Rhine based on a parking recommendations report, charging for valet and meter bagging/closures, adding additional hours of meter operations both in the morning and evening, implementing dynamic pricing, and implementing meter rate increases throughout the entire on-street parking system were implemented. The reduction reflects a net revenue decrease. The net parking meter revenue transfer to the General Fund will be reduced by \$1.0 million in FY 2020 and FY 2021 in order to support the reactivation of the Parking Meter Fund. The reduction in transfers to the General Fund will facilitate the split of on-street and off-street parking functions from the Parking System Facilities Fund. Significant expenditure savings are anticipated in FY 2020 due to the renegotiation of the Conduent operational support contract. Additional savings are expected in FY 2021 due to the renegotiation of the parking citation payment collection and adjudication contract with Hamilton County. The new agreement could transfer these citation-related functions to the City. The Parking Meter Fund will be closely monitored in FY 2020 and FY 2021. If significant expenditure savings are not achieved, a mid-year budget adjustment will be necessary. Once the exact nature of the expenditure savings is known, the reduction in the General Fund transfer can be eliminated and the Parking Meter Fund revenue can be reduced.

Other Revenues

These various revenues included in the Other Revenue category comprise 16.0% of the General Fund revenues in the Approved FY 2020 Budget. When compared to the Approved FY 2019 Budget Update, the revenues have decreased \$0.3 million, or 0.4%. Other General Fund revenues and their variances are highlighted in the following chart:



Table VII – FY 2020 General Fund Other Revenues

	FY 2019 Approved Budget Update	FY 2020 Approved Budget	Difference
Buildings & Inspections Fees and Permits	\$ 16,980,480	\$ 15,609,320	\$ (1,371,160)
Public Safety	11,637,000	11,939,000	302,000
Fines, Forfeits and Penalties	7,400,000	6,690,000	(710,000)
Charges for Services	8,825,000	9,979,500	1,154,500
License & Permits	10,714,620	10,692,715	(21,905)
Admission Taxes	5,680,000	6,007,600	327,600
Miscellaneous	3,516,080	2,586,556	(929,524)
Public Services	924,000	879,000	(45,000)
Short Term Rental Excise Taxes	0	611,000	611,000
Public Health	615,000	0	(615,000)
Rent & Investments	185,000	485,000	300,000
Revenue from Other Agencies	0	723,500	723,500
Revenue from Private Sources	10,000	10,000	-
Total Other Revenues	\$ 66,487,180	\$ 66,213,191	\$ (273,989)

Buildings & Inspections Fees and Permits

The Approved FY 2020 Budget revenue for Buildings & Inspections includes increased permit fees based on the consumer price index (CPI). Despite this increase, because of overstated revenue estimates in FY 2019, a decrease in revenues by \$1.4 million is projected in FY 2020. The permit fee increase is 2.45%.

Public Safety

This revenue category includes various revenues from the Police and Fire departments including: emergency transport services, alarm registration fees, impounded vehicle fees, police detail charges, fire inspection fees, false alarm fees, and police auction proceeds. The projected increase in this revenue category is attributable to an increase in revenue received for off-duty details worked in a prior year, alarm registrations fees and the storage of impounded vehicles. The Police Department is expected to generate \$25,000 in new revenue from charging external agencies for use of the Police Academy as a training facility beginning in FY 2020. The Approved FY 2020 Budget reflects a 2.6% increase in public safety revenues when compared to the Approved FY 2019 Budget Update.

Fines, Forfeits and Penalties

When compared to the Approved FY 2019 Budget Update, this revenue category is projected to decrease by 9.6% in FY 2020. This category includes parking, civil, and lot abatement fines as well as moving violation charges. Parking fines are projected to decrease in FY 2020 by \$500,000. Civil fines are projected to decrease by \$300,000 in FY 2020. Both of these reductions are based on current FY 2019 revenue trends in these categories.

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Charges for Services

This category includes overhead charges from restricted and enterprise funds. The Approved FY 2020 Budget is 13.1% higher than the Approved FY 2019 Budget Update primarily due to a \$1,000,000 increase in overhead charges.

License & Permits

This revenue category includes fees charged for a variety of professional and occupational licenses. Some of the major revenue sources in this category include street privilege permits for gas, electric, and cable television, gas and electric aggregation permits, commercial solid waste permits, a variety of transportation related licenses (including chauffeurs, valets, taxicabs, pedicabs, and other livery vehicles), a variety of miscellaneous business licenses (including parking garages and lots, pawnbrokers, second hand dealers, peddlers, scrap processors, massage establishments and practitioners, and ticket sellers), and special events permit fees. The Outdoor Sign Excise Tax included in the Approved FY 2019 Budget Update was never implemented which reduces this category of revenue by \$709,000. This decrease is partially offset by license and permits increases included in the Approved budget, primarily due to an increase in beer and liquor permits and a full year of revenue from the Commercial Waste Hauler fee implemented in FY 2019. Overall, this revenue category decreases by 0.2% in FY 2020.

Miscellaneous

This revenue category includes projected refunds of prior year expenditures, tax abatement application fees, interest from other sources, and other miscellaneous revenues not otherwise classified. The miscellaneous revenues are projected to decrease by 26.4% in the Approved FY 2020 Budget, primarily due to a reduction in Miscellaneous revenue not otherwise classified which is partially offset by an increase in vendor registration fees.

Public Health

Fees from the Department of Health for vital records (birth and death certificates) have decreased by \$615,000 in the General Fund FY 2020. These fees will now be deposited in the newly created Cincinnati Health District Fund beginning in FY 2020.

Public Services

Fees from the Department of Public Services, as well as recycling incentive fees and revenues from the Rumpke recycling contract, are included in this category. The projected 4.9% decline over FY 2019 is attributed to a \$55,000 reduction in recycling incentive fees based on a review of current FY 2019 revenue.

Revenue from Other Agencies

This revenue category accounts for revenue from other government entities. For FY 2020 and FY 2021, \$700,000 will be received from The Port (formerly the Greater Cincinnati Redevelopment Authority) based on a contractual obligation. This amount will offset the \$700,000 in leveraged support budgeted for The Port in both FY 2020 and FY 2021.

Short-Term Rental Excise Tax

This revenue category accounts for revenue from taxing residential dwelling units offered to the public for rent for a duration of less than thirty consecutive days. For FY 2020 and FY 2021, \$611,000 is estimated to be received from this excise tax.

Exploration of Alternative Revenue Sources Opportunities

The City of Cincinnati began exploring opportunities for alternate revenue streams in FY 2019. One potential opportunity is the establishment of a commercial advertising/sponsorship policy and program which will permit certain advertising on designated City assets such as City-owned fleet, exterior



structures, and/or street furniture. By leveraging City assets as a mechanism for businesses to advertise in underutilized available public space, equipment, and fleet items, the City hopes to identify an untapped revenue source for future operating and capital needs.

Other potential revenue options could include the following:

Strategy	Additional Revenue Amount	Action Required
Increase Income Tax Rate	\$18.0 million per 0.1% increase	Voter Approval
Increase Admissions Tax	\$1.8 million per 1.0% increase	Voter Approval
Increase Operating Property Tax	\$5.3 million (CY) for maximum 6.1 mills	Council Approval
Eliminate Income Tax Credit (Residents)	\$6.0 million	Council Approval

Restricted Funds Revenues

The Principal Restricted Funds' revenue available to support the Approved FY 2020 Operating Budget totals \$758.6 million, which is a \$30.5 million, or 4.2%, increase in revenues as compared to the Approved FY 2019 Budget Update.

Table VIII - Principal Restricted Funds' Revenues

Principal Restricted Funds	Approved FY		Difference
	2019 Budget Update	Approved FY 2020 Budget	
9-1-1 Cell Phone Fees	\$ 1,340,000	\$ 1,300,000	\$ (40,000)
Bond Hill Roselawn Stabilization & Revitalization Operations	-	-	-
Bond Retirement	109,290,470	115,830,550	6,540,080
Cincinnati Area Geographic Information System (CAGIS)	4,440,000	4,491,030	51,030
Cincinnati Health District	-	615,000	615,000
Cincinnati Riverfront Park	795,000	1,143,000	348,000
Community Health Center Activities	22,892,440	23,174,000	281,560
Convention Center	8,714,470	9,027,970	313,500
County Law Enforcement Applied Regionally (CLEAR)	5,137,530	5,188,280	50,750
General Aviation	2,050,000	2,090,500	40,500
Hazard Abatement	659,310	915,000	255,690
Income Tax-Infrastructure	18,110,000	18,677,420	567,420
Income Tax-Transit	54,454,030	56,157,260	1,703,230
Metropolitan Sewer District	278,490,000	279,583,170	1,093,170
Municipal Golf	5,900,000	5,900,000	-
Municipal Motor Vehicle License Tax	2,600,000	3,200,000	600,000
Parking Meter	-	4,520,000	4,520,000
Parking System Facilities	10,924,500	7,901,500	(3,023,000)
Recreation Special Activities	4,900,000	4,900,000	-
Safe and Clean	50,000	50,000	-
Sawyer Point	1,057,500	867,500	(190,000)
Stormwater Management	20,143,400	23,622,700	3,479,300
Street Construction Maintenance & Repair	10,066,340	15,420,490	5,354,150
Streetcar Operations	2,400,000	3,000,000	600,000
Water Works	163,632,000	171,000,000	7,368,000
Total Principal Restricted Funds	\$ 728,046,990	\$ 758,575,370	\$ 30,528,380

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The following Principal Restricted Fund revenue changes in the Approved FY 2020 Budget are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2019 Budget Update.

Bond Retirement

The revenue projection for the Bond Retirement Fund is \$6.5 million higher than the Approved FY 2019 Budget Update. An increase in Property Tax revenue accounts for the vast majority of this increase.

Income Tax-Transit

This fund accumulates the proceeds of the 0.3% income tax established for transit needs. With the revised income tax projection for the City, this fund is projected to see a revenue increase in FY 2020 of \$1.7 million.

Metropolitan Sewer District

The Metropolitan Sewer District Fund is projecting a \$1.1 million increase in CY 2020 as compared to CY 2019 due primarily to an increase in charges for services. The Metropolitan Sewer District's annual budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st. Therefore, revenue projections for MSD will be updated closer to the start of their CY 2020 budget development process.

Municipal Motor Vehicle License Tax

A \$5.00 per license increase, as approved by the State of Ohio, is proposed for FY 2020. This increase becomes effective on January 1, 2020 and is expected to generate an additional \$0.6 million in FY 2020. On an annual basis, this increase will generate \$1.2 million beginning in FY 2021. The City Manager's Recommended Budget originally included \$1.2 million in revenue for FY 2020 from this source, but State law requirements are such that the fee could not take effect until January 1, 2020. These funds will enable the City to dedicate additional expenditures to the repair, upkeep, and improvement of the City's right-of-way. This increase was approved by the City Council.

Parking Meter

This fund is being reactivated in order to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which accounts for the \$4.5 million increase.

Parking System Facilities

In order to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.), a portion of this fund will now be budgeted in the re-activated Parking Meter Fund. The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which accounts for the \$3.0 million decrease.



Stormwater Management

The revenue forecast for the Stormwater Management Fund is \$3.5 million higher in the Approved FY 2020 Budget as compared to the Approved FY 2019 Budget Update. A mid-year revenue adjustment was applied to this fund that reduced the revenue estimate by \$2.0 million. This adjustment was a correction applied based on current revenue trends in FY 2019. The Approved FY 2020 Budget includes an additional 20.0% rate increase effective July 1, 2019 which is in addition to the already approved rate increases for January 1, 2020 and January 1, 2021. This new rate increase is needed in order to shift \$860,000 in eligible General Fund non-personnel expenditures in Public Services for litter pickup. It will also cover expenditures of \$400,000 for additional litter pickup crews, and \$1.1 million of Stormwater Management Utility (SMU) capital eligible expenditures paid out of its operating fund instead of the General Capital Budget.

Street Construction Maintenance & Repair

In April 2019, the State of Ohio passed legislation that applied a 10.5 cents per gallon increase on motor fuel and a 19 cents per gallon increase on diesel fuel as part of changes to the state's gasoline tax. The City estimates that this tax increase will generate an additional \$5.4 million in FY 2020. This increase will enable the City to enhance its maintenance and repair of the City's street system.

Water Works

The revenue forecast for the Water Works Fund is \$7.4 million higher in the Approved FY 2020 Budget than in the Approved FY 2019 Budget Update. This 4.5% increase is attributed to an increase in charges for services. Ordinance No. 0316-2016 implemented a 3.75% rate increase in each year from 2017 to 2021 that went into effect on January 1, 2017.

Balancing the Approved FY 2020 Budget

General Fund

The Approved FY 2019 General Fund Budget Update totaled \$406.7 million. In January 2019, the City submitted a Tentative Tax Budget (TTB), which forecast a FY 2020 General Fund Continuation Budget (a budget to provide the same level of services in FY 2020 as in FY 2019, which includes anticipated assumptions for wages and wage-based benefit increases) of \$425.0 million in expenses and \$406.1 million in revenues, which resulted in a structural deficit of \$18.9 million.

Additional changes occurred in the budget to decrease the deficit to \$14.0 million.

+\$8.0 million: Revision of City Income Tax Revenue

In May 2019, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2019 to 2023. The updated forecast was based on current FY 2019 collections and included an average annual increase of 2.36% resulting in an increase of \$8.0 million to the income tax revenue projection.

-\$2.2 million: Revenue and Sources Adjustments

A net decrease of \$2.2 million was included due to revenue collection trends. Specifically, an increase in miscellaneous revenue related to The Port (Greater Cincinnati Redevelopment Authority) contract in the amount of \$700,000, an increase in commercial hauler fees due to charging temporary dumpster hauling in

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the amount of \$234,000, and various increases totaling \$822,000 have been included due to current year trends. Decreases include a revision of permit fees in the amount of \$1.9 million due to overstated revenue estimates in FY 2019, decreased parking fines in the amount of \$500,000 due to current collection trends and a reduction of \$615,000 related to Health Department revenue that will now be deposited in the newly established Cincinnati Health District Fund. A decrease in parking meter revenue of \$1.0 million in the General Fund is included due to less net income generated from the parking meter operation. \$1.0 million will be deposited in the Parking Meter Fund primarily due to an increase in contractual services including credit card fees. These additional revenue adjustments are part of the calculation of a continuation budget.

+\$0.9 million: Additional Expenditure Adjustments After the TTB

A net increase of \$0.9 million was included due to increases in Fleet Services charges and adjustments to Police and Fire position vacancy savings based on current attrition through April 2019.

Balancing the Deficit of \$14.0 Million

To balance the deficit, revenue increases, and expenditure reductions are included in the Approved FY 2020 Budget. Revenue increases total \$0.2 million and include:

+\$0.2 million: Admissions Tax Exemption Elimination

FY 2020 includes an increase in admissions tax due to eliminating the exemption on the first \$1.05 of any admission.

Expenditure decreases total \$16.1 million and include:

-\$4.2 million: Position Eliminations

A total of 67.25 General Fund positions were proposed to be eliminated in the Recommended FY 2020-2021 Biennial Budget. This included 9 filled positions and 58.25 vacant positions. Ultimately, 4 of the filled positions identified for elimination were restored. The Approved Budget includes no layoffs; incumbents in the filled positions to be eliminated were transferred to other positions within the City. The Department of Human Resources notified each affected employee. These eliminated positions are administrative in nature and do not directly impact the delivery of core services; however, the staffing changes will likely reduce the City's capacity to research and respond to certain administrative matters as quickly and efficiently as desired.

-\$3.6 million: Transfer of Expenditures to Other Eligible Funds

This reduction bills back other city funds for direct expenditures related to that fund. Examples include Enterprise Technology Solutions (ETS) staff billing time worked on capital projects and to information technology (IT) related restricted funds, City Planning staff using in-house staff for neighborhood plans related to capital projects instead of consultants, and the Law Department billing time to the Property Management Fund. The Parks Department and the Department of Recreation will use special revenue funds to pay direct expenditures related to the funds' purposes.

-\$1.6 million: Reduction of Leveraged Support Funding

To address the budget deficit, City departments' budgets were reduced. Similarly, budgets to provide leveraged support were also reduced. The budget includes an elimination of many of the programs funded in FY



2019. While this is an unpopular reduction, it is necessary to maintain current service levels and minimize layoffs. The net impact is a \$1.6 million savings (see Table IV - Leveraged Support). However, the Human Services Funding administered by the United Way was increased by \$800,000 based on the ordinance that was approved by the City Council setting the Human Services Funding policy at 1.2% of General Fund Revenues for FY 2020.

-\$1.5 million: Increased Reimbursements and Transfers Out

The Law Department has increased its reimbursement rate on collections by 10% resulting in a reimbursement increase to staff in the amount of \$245,000. The Health Department transfer out decreased by \$615,000 due to General Fund revenue also being reduced. There is no net savings or need overall. The Fire Department increased reimbursements by \$205,000 due to the timing of the Staffing for Adequate Fire & Emergency Response (SAFER) Grant drawdowns.

-\$1.5 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments results in savings of \$1.5 million in FY 2020. Examples of some of the non-personnel items reduced include rolling back the 1% inflation increase in the amount of \$540,000, freezing tuition reimbursement funded by the General Fund, paramedic training being delayed until FY 2021, and other targeted non-personnel reductions recommended by departments.

-\$1.4 million: Vacant Position Savings

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2020 will result in savings of \$1.4 million. Many positions that were frozen in FY 2019 have been eliminated as part of the Approved FY 2020-2021 Biennial Budget.

-\$0.9 million: Litter Pickup Expenditures and Mitigation Shifted to the Stormwater Management Fund

Stormwater fees are used to mitigate storm water, which includes diverted litter, trash and debris from the City's storm drains. FY 2020 includes an additional \$2.3 million shifted for allowable expenditures. For the General Fund operating budget, related expenditures total \$860,000 and relate to non-personnel expenditures in Public Services for litter pickup funded from the Stormwater Management Fund. This increase in the Stormwater Management Fund also funds \$1.1 million of Stormwater Management Utility (SMU) capital eligible expenditures paid out of its operating fund instead of the General Capital Budget. These changes result in an additional 20.0% rate or \$1.15 per month increase effective July 1, 2019 which is in addition to the already approved rate increases for January 1, 2020 and January 1, 2021.

-\$0.8 million: Overtime Reductions in Police and Fire

The Fire Department reviewed and identified \$392,000 in overtime savings due to not needing a paramedic class during FY 2020. Also, Police is maintaining its overtime budget at the FY 2019 amount resulting in a decrease of \$400,000.

-\$0.6 million: Healthcare Savings

Current projections for healthcare will allow the employer/employee rates to remain unchanged between CY 2019 and CY 2020 resulting in a projected savings of \$300,000. Also, employee premium caps are expected to increase as part of ongoing labor negotiations resulting in additional savings of \$300,000.



-\$0.2 million: Budget Target Savings

Due to table of organization changes and departments that submitted budgets under the base budget targets, department budgets are now projected at \$0.2 million below the TTB estimates originally forecasted. Departments reviewed current expenditure trends as part of their FY 2020 budget reduction exercise which generated savings.

Expenditure increases total \$2.3 million and include:

+\$0.9 million: Software Licenses and Network Backup Services

Additional software was purchased and implemented at ECC and the Department of Buildings and Inspections which results in additional annual software maintenance fees. Also, per an audit finding, the City's network is now backed up in Columbus, Ohio to improve our disaster recovery system resulting in an additional annual cost of \$386,000.

+\$0.9 million: Department Budget Exceptions

Budget exceptions were approved based on needed adjustments that occurred during FY 2019 that were not reflected in departments' base budgets. This includes non-personnel increases for disposal fees in Public Services, flood insurance as required by the Federal Emergency Management Agency (FEMA), Emergency Operations Center (EOC) improvements, improving the interview rooms at Police districts, new software to track and retain text messaging on city issued cell phones, and various minor non-personnel adjustments in various departments.

+\$0.5 million: Additional Positions Added to FY 2020 Budget

The budget includes additional funding for 4.0 FTE. An Accountant position is approved for the implementation of the short-term rentals excise tax program along with increased admissions tax collections. The Emergency Communications Center (ECC) is adding a Deputy Director. The Department of Human Resources is adding a Human Resources Analyst dedicated to the ECC to continue their staffing plan implementation. The Department of Human Resources is also adding a Heavy Equipment Operator Trainer to improve the training for the Commercial Drivers' License (CDL) program in the Department of Public Services.

Changes to the City Manager's Recommended Budget as Part of the Approved Budget

As part of the budget process, the Mayor has two weeks to review and change the City Manager's Recommended Budget and the City Council then proposes changes to the budget that results in the Approved FY 2020 Budget.

Mayor Approved Changes

Changes that were approved in the General Fund Operating Budget include the restoration of \$3.1 million related to leveraged support and restoring a filled Administrative Technician position that was to be eliminated in the City Manager's Office at \$0.1 million for a total of \$3.2 million in changes.



Leveraged Support items that were included in the Mayor's Approved Changes included:

- Cincinnati Works – \$250,000
- Chamber of Commerce – Immigration Center Partnership (COMPASS) – \$50,000
- Center for Addiction Treatment – \$46,250
- Cintrifuse – \$250,000
- Regional Economic Development Initiative (REDI) – \$250,000
- African American Chamber of Commerce – \$325,000
- Film Commission – \$56,250
- MORTAR – \$65,000
- Shelterhouse – \$200,000
- Invest in Neighborhoods – \$37,500
- Greater Cincinnati Energy Alliance – \$37,000
- Eviction Prevention Initiatives Pilot – \$250,000
- GeneroCity 513 – \$75,000
- Homebase Cincinnati (formerly CDC Association of Greater Cincinnati) – \$143,000
- Summer Youth Jobs Initiative – \$250,000
- Keep Cincinnati Beautiful – \$400,000
- Needle Exchange Program – \$150,000
- CincyTech – \$250,000

To maintain structural balance in the General Fund Operating Budget, \$3.2 million of changes to the City Manager's Recommended Budget were required. Additional revenue supports the majority of these changes including an increase in Local Government Fund revenue from the State of Ohio in the amount of \$1.9 million, \$0.6 million in short-term rental excise tax revenue, and \$0.3 million in new billboard revenue. Additional revenue totals \$2.8 million. Budget reductions from holding positions vacant in various departments accounts for the remaining \$0.4 million.

City Council Approved Changes

Working from the Approved Mayor/City Manager's Budget, the City Council passed the following changes in the General Fund in the amount of \$2,506,253 for the following items:

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- Invest in Neighborhoods – \$12,500 (one-time funding)
- Cincinnati Neighborhood Games – \$10,000 (one-time funding)
- Urban Agriculture – \$20,000 (one-time funding)
- Film Commission – \$56,250 (one-time funding)
- Keep Cincinnati Beautiful – \$75,000 (one-time funding)
- Center for Closing the Health Gap – \$750,000 (of which \$492,250 is one-time funding)
- Hillman Accelerator – \$100,000 (one-time funding)
- Center for Addiction Treatment – \$41,250 (one-time funding)
- Bethany House – \$100,000 (one-time funding)
- Restoration of non-personnel resources to the Clerk of Council's Office – \$19,000
- Allocation of non-personnel resources to the City Manager's Office – Office of Human Relations – \$20,000
- Restoration of the Environmental Programs Manager position in the City Manager's Office – \$175,000
- Restoration of a Deputy Director position in the Department of Economic Inclusion – \$140,000
- Restoration of an Assistant to the City Manager position in the City Manager's Office – \$111,000
- University of Cincinnati's Legal Access Program – \$50,000 (one-time funding)
- Immigrant and Refugee Law Center – \$50,000 (one-time funding)
- FamiliesFORWARD for the Victory Over Violence: Building Family Resiliency program – \$75,000 (one-time funding)
- Santa Maria Community Services for the Lower Price Hill Collaborative program – \$100,000 (one-time funding)
- Urban League of Greater Southwestern Ohio's Youth Councils program – \$99,583 (one-time funding)
- A transfer out to the Streetcar Operations Fund – \$501,670 (one-time funding)

The sources used for these items included the following:

- \$295,000 in additional electric and gas aggregation revenue



- \$427,750 in expenditure reductions which included the following:
 - Delaying the 110th Police Recruit Class by two pay periods (\$220,000)
 - Reducing a portion of the ongoing funding for Keep Cincinnati Beautiful (\$75,000) which was subsequently restored as one-time funding
 - Eliminating the ongoing funding for the Film Commission (\$56,250) which was subsequently restored as one-time funding
 - Imposing a partial year delay in filling two vacant positions (Heavy Equipment Operator Trainer and Budget Director) (\$76,500)
- \$1,783,503 of existing fund balance in the General Fund. In order to maintain structural balance, items funded with existing fund balance are noted as 'one-time funding.'



*Table IX - General Fund FY 2019 Approved Budget Update
and FY 2020 Approved Budget Comparison*

<i>(\$ in Millions)</i>	FY 2019 Approved Budget Update	FY 2020 Approved Budget	Increase / (Decrease)	% Change FY 2019 Approved Update to FY 2020 Approved
Expenditures				
Public Safety Total	\$275.8	\$284.5	\$8.7	3.2%
Non-Public Safety Total ⁽¹⁾	\$115.6	\$98.2	(\$17.4)	-15.1%
Total Departmental Budgets	\$391.4	\$382.7	(\$8.7)	-2.2%
Non-Departmental Total	\$12.3	\$14.4	\$2.1	17.1%
Transfers Out	\$2.6	\$19.8	\$17.2	655.7%
Total General Fund Expenditures	\$406.3	\$416.9	\$10.6	2.6%

⁽¹⁾ The Approved FY 2020 Non-Public Safety Total amount does not include \$16.7 million in Health Department funding that is now budgeted as a transfer out to the Cincinnati Health District Fund.

Public safety departments comprised a total of \$275.8 million and non-public safety departments comprised a total of \$115.6 million of the Approved FY 2019 General Fund Operating Budget Update total of \$406.3 million. In contrast, the Approved FY 2020 General Fund Operating Budget totals \$416.9 million and includes \$284.5 million for public safety departments and \$98.2 million for non-public safety departments. The non-public safety departments total no longer includes funding for the Health Department which is now reflected as a transfer out of \$16.7 million from the General Fund to the newly established Cincinnati Health District Fund. The public safety departments reflect budget increases as compared to the Approved FY 2019 Budget Update of \$8.7 million or 3.2%. The non-public safety departments reflect budget decreases of \$17.4 million or -15.1% as compared to the Approved FY 2019 Budget Update.

Table X provides a comparison of each department's General Fund Approved FY 2019 Budget Update to the Approved FY 2020 Budget.



Table X - General Fund Budget Comparison by Department

	Approved FY 2019 Budget Update	Approved FY 2020 Budget	% Change Approved FY 2019 Budget Update to Approved FY 2020 Budget
Police	\$ 146,601,670	\$ 151,735,200	3.5%
Fire	117,481,450	121,206,300	3.2%
Public Safety Sub-Total	\$ 264,083,120	\$ 272,941,500	3.4%
City Manager's Office	\$ 19,391,530	\$ 19,296,590	-0.5%
Recreation	16,167,970	16,012,380	-1.0%
Public Services	15,222,720	14,625,430	-3.9%
Community & Economic Development	8,317,720	10,017,780	20.4%
Buildings & Inspections	10,369,080	9,573,350	-7.7%
Parks	8,884,330	9,070,250	2.1%
Law	7,518,710	7,369,660	-2.0%
Finance	7,164,740	7,318,670	2.1%
Enterprise Technology Solutions	6,426,560	6,212,040	-3.3%
Transportation & Engineering	3,053,440	2,401,820	-21.3%
City Council	2,121,330	2,136,370	0.7%
Human Resources	1,778,180	2,070,220	16.4%
Economic Inclusion	969,890	966,330	-0.4%
Office of the Mayor	838,420	883,370	5.4%
Citizen Complaint Authority	670,510	691,630	3.1%
Clerk of Council	661,770	647,430	-2.2%
City Planning	648,460	521,680	-19.6%
Health ⁽¹⁾	17,054,430	-	-100.0%
Non-Public Safety Sub-Total	\$ 127,259,790	\$ 109,815,000	-13.7%
Total Departmental Budgets	\$ 391,342,910	\$ 382,756,500	-2.2%
Non-Departmental	\$ 12,346,690	\$ 14,361,840	16.3%
Transfers Out	\$ 2,618,560	\$ 19,818,942	656.9%
Total General Fund Budget	\$ 406,308,160	\$ 416,937,282	2.6%

⁽¹⁾ The Approved FY 2020 General Fund Budget includes a transfer out of \$16,708,040 to the Cincinnati Health District Fund to fund the Cincinnati Health Department.

Summary:

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

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Restricted Funds Expenditures

The Approved FY 2020 Restricted Funds Operating Expenditure Budget increased \$55.0 million, or 7.9% from the Approved FY 2019 Budget Update. This is primarily due to expenditure increases in the Bond Retirement Fund, the Income Tax-Transit Fund, the Metropolitan Sewer District Fund, the Municipal Motor Vehicle License Tax Fund, the Recreation Special Activities Fund, the Stormwater Management Fund, the Street Construction Maintenance & Repair Fund, and the Water Works Fund. Two new Principal Restricted Funds are included in the Approved FY 2020 Budget. The Parking Meter Fund is being re-activated to allow for a split of on-street and off-street parking functions from the Parking System Facilities Fund. Off-street parking enterprises will remain in the Parking System Facilities Fund. The Cincinnati Health District Fund has been created for FY 2020. All General Fund expenditures for the Health Department have been transferred to this new fund.



Table XI - Restricted Funds' Operating Expenditure Budgets

	Approved FY 2019 Budget Update	Approved FY 2020 Budget	Difference	% Change Approved FY 2019 Budget Update to Approved FY 2020 Budget
Principal Restricted Funds				
9-1-1 Cell Phone Fees	\$1,790,110	\$1,347,090	(\$443,020)	-24.7%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	-	0.0%
Bond Retirement	125,171,620	129,220,550	4,048,930	3.2%
Cincinnati Area Geographic Information System (CAGIS)	4,724,530	4,700,780	(23,750)	-0.5%
Cincinnati Health District	-	17,323,040	17,323,040	
Cincinnati Riverfront Park	929,180	1,013,820	84,640	9.1%
Community Health Center Activities	24,505,320	24,579,400	74,080	0.3%
Convention Center	9,574,940	9,637,150	62,210	0.6%
County Law Enforcement Applied Regionally (CLEAR)	5,306,070	5,354,140	48,070	0.9%
General Aviation	2,055,830	2,180,240	124,410	6.1%
Hazard Abatement	1,038,260	1,033,610	(4,650)	-0.4%
Income Tax-Infrastructure	20,509,450	20,382,110	(127,340)	-0.6%
Income Tax-Transit	53,668,740	55,989,340	2,320,600	4.3%
Metropolitan Sewer District*	219,899,110	229,474,960	9,575,850	4.4%
Municipal Golf	6,139,800	5,560,760	(579,040)	-9.4%
Municipal Motor Vehicle License Tax	3,053,650	3,721,810	668,160	21.9%
Parking Meter	-	4,493,440	4,493,440	
Parking System Facilities	11,970,820	7,451,370	(4,519,450)	-37.8%
Recreation Special Activities	5,050,420	6,213,490	1,163,070	23.0%
Safe and Clean	50,000	50,500	500	1.0%
Sawyer Point	1,735,070	1,576,640	(158,430)	-9.1%
Stormwater Management	19,731,920	23,787,110	4,055,190	20.6%
Street Construction Maintenance & Repair	11,912,340	15,843,240	3,930,900	33.0%
Streetcar Operations	3,035,460	3,501,670	466,210	15.4%
Water Works	139,313,660	149,413,970	10,100,310	7.3%
Subtotal Principal Restricted Funds	\$671,366,300	\$724,050,230	\$52,683,930	7.8%
Other Restricted Funds	23,122,110	25,429,100	2,306,990	10.0%
Restricted Fund Grand Total	\$694,488,410	\$749,479,330	\$54,990,920	7.9%

*The Approved FY 2019 Budget Update amount for the Metropolitan Sewer District Fund has been updated to reflect the CY 2019 budget as approved by the Hamilton County Board of County Commissioners.

Bond Retirement

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Approved FY 2020 Budget includes a \$4.0 million increase related to increased debt service payments in FY 2020. As in FY 2019, the debt service previously paid from the General Fund and other Special Revenue funds will be booked as "Transfers Out" to the Bond Retirement Fund and as debt service expense in the Bond Retirement Fund.

Income Tax-Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Approved FY 2020 Budget includes a \$2.3 million increase in contractual services.

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Metropolitan Sewer District

The Metropolitan Sewer District's (MSD) budget information contained in this budget document is for informational purposes only. The MSD's annual budget is approved by the Hamilton County Board of County Commissioners. MSD's budget is based on a calendar year (January 1 through December 31) and not the City's fiscal year (July 1 through June 30). The \$9.6 million increase in the MSD's expenditure budget is primarily due to an increase in personnel costs due to wage increases and employee benefits increases for CY 2020 and inflationary increases in non-personnel, which is partially offset by a reduction in debt service expense.

Municipal Motor Vehicle License Tax Fund

The Municipal Motor Vehicle License Tax Fund's expenditures are increasing by \$0.7 million primarily due to a shift of additional expenditures that meet the purpose of the fund including expenses for winter operations. Additional fee revenues will be generated in FY 2020 to cover the additional expenses. A \$5.00 per license increase, as approved by the State of Ohio, has been enacted for FY 2020.

Recreation Special Activities Fund

The Recreation Special Activities Fund's expenditures are increasing by \$1.2 million in FY 2020. This increase is related to the shifting of eligible General Fund expenditures to this fund for multiple recreation center operations and the therapeutics program.

Stormwater Management Fund

The Stormwater Management Fund's expenditures are increasing by \$4.1 million. Of that amount, \$860,000 is due to a shift of additional expenditures that meet the purpose of the fund including expenses to divert litter, trash, and debris from the City's storm drains. Other expenditure drivers include a full year of expenses for litter pickup crews that started during FY 2019, an additional \$400,000 for more litter pickup crews, and \$1.1 million in capital eligible expenditures paid out of the operating budget instead of the General Capital Budget. An additional rate increase has been enacted to sustain these additional expenditures.

Street Construction Maintenance & Repair

The Street Construction Maintenance & Repair Fund's expenditures are increasing by \$3.9 million. A portion of this increase (\$440,000) is due to the shift of eligible expenditures from the General Fund for right-of-way cleaning, graffiti abatement, code enforcement, and dead animal removal. Also shifted to this fund are \$875,000 in traffic signal operational and maintenance costs from the Department of Public Services and the Department of Transportation and Engineering. Additional expenditures from this fund for FY 2020 include enhancements that would provide the Department of Public Services with additional resources to fund hard surface roadway maintenance (curbs), structural roadway maintenance (guardrails and attenuators), and pavement repairs.

Water Works

The \$10.1 million increase in the Water Works Fund is primarily due to an increase in personnel costs due to wage increases and employee benefits increases as well as increased non-personnel expenses for operations and maintenance.



APPROVED FY 2021

FY 2021 is the second year of the biennial budget and will be updated in the spring of 2020. In developing the Approved FY 2021 Budget, expenditures are projected to outpace revenues. To structurally balance the Approved FY 2021 General Fund Operating Budget, a 1.7% across-the-board reduction was applied to all departments as shown in the table below. When the Approved FY 2021 Budget is updated, the budget gap will be addressed.

*Table XII - 1.7% Across-the-Board Reductions to the
Approved FY 2021 General Fund Operating Budget*

Department Name	FY 2021 1.7% Reduction*
City Council	\$ (35,634)
Office of the Mayor	(14,813)
Clerk of Council	(10,661)
Enterprise Technology Solutions	(109,996)
City Manager's Office	(59,742)
Office of Budget & Evaluation	(15,449)
Emergency Communications Center	(184,900)
Office of Environment and Sustainability	(40,725)
Office of Performance and Data Analytics	(12,832)
Internal Audit	(7,620)
Law	(127,197)
Human Resources	(35,298)
Finance	(126,034)
Community & Economic Development	(155,411)
City Planning	(9,377)
Citizen Complaint Authority	(11,794)
Recreation	(293,591)
Parks	(150,548)
Buildings & Inspections	(163,631)
Police	(2,572,772)
Transportation & Engineering	(44,070)
Public Services	(248,367)
Health**	(283,381)
Fire	(2,083,061)
Economic Inclusion	(16,670)
Non-Departmental Accounts	(238,117)
TOTAL	(7,051,691)

*Reduction Amounts are reflected in the FY 2021 Approved Budget amounts by department.

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

The Approved FY 2020 General Fund Operating Budget incorporates fee increases and expenditure reductions that carry over to the next fiscal year. The \$7.1 million reduction would require additional fee increases or expenditure reductions to maintain a structurally balanced budget in FY 2021. Without additional revenue streams identified or a large increase in income tax revenue, service cuts will occur. The Administration is already working on various options as the next fiscal year approaches.



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Staffing Plan

The Approved FY 2020-2021 Biennial Operating Budget does not include the layoff of City employees. However, the recommended staffing plan includes the elimination of 63.25 Full-Time Equivalents (FTEs). In addition, some positions are transferred between City agencies. Therefore, the Approved FY 2020-2021 Biennial Operating Budget impacts/changes 55.36 positions in two categories: 1) vacant positions to be eliminated (58.25 FTE); 2) filled positions where the incumbent will be transferred or placed in a different agency or position (5.0 FTE).

All Funds Staffing

The Approved FY 2020-2021 Biennial Operating Budget provides for a net, all funds reduction of 50.36 FTE for FY 2020 and a net, all funds increase of 0.02 FTE in FY 2021. In FY 2020, eight agencies sustain FTE reductions and eight agencies increase FTE. In FY 2021, one department has an all funds increase of 1.02 FTE and one department has a 1.0 FTE reduction.

General Fund Staffing

FTE supported by the General Fund decrease significantly in the Approved FY 2020-2021 Biennial Operating Budget. In the Approved FY 2020 Budget, 12 departments have General Fund reductions of 255.38 FTE which is partially offset by three departments with increases totaling 3.04 FTE. The net reduction is 252.34 FTE. The majority of this decrease is due to the shift of all General Fund FTEs in the Health Department to the newly created Cincinnati Health District Fund. The FY 2021 Approved Budget shows a General Fund increase of 0.02 FTE.

Restricted Funds Staffing

In contrast to the General Fund, the Restricted Funds show significant FTE increases in the Approved FY 2020-2021 Biennial Operating Budget with the increase solely in the Approved FY 2020 Budget. The Restricted Funds net increase of 201.98 FTE in FY 2020 is primarily due to FY 2020 General Fund reductions which shift personnel and FTE to Restricted Funds. The majority of this increase is due to the shift of all General Fund FTEs in the Health Department to the newly created Cincinnati Health District Fund. Only four agencies have Restricted Fund position reductions in FY 2020, and there are no FTE changes in the Restricted Funds in FY 2021.

Table XIII – FY 2020 - 2021 Approved Biennial Budget City Staffing Plan

<i>(in Full-Time Equivalents, FTE)</i>	FY 2019 Approved Update	FY 2020 Approved Budget	Change From FY 2019	FY 2021 Approved Budget	Change From FY 2020
General Fund	3,568.38	3,316.04	(252.34)	3,316.06	0.02
Restricted Funds	<u>2,621.46</u>	<u>2,823.44</u>	<u>201.98</u>	<u>2,823.44</u>	<u>0.00</u>
Total City Staffing	6,189.84	6,139.48	(50.36)	6,139.50	0.02



The General Fund reductions are concentrated in the following departments: Health, Parks, Police, City Manager’s Office, and Community and Economic Development. The Department of Transportation & Engineering also reduced FTEs due to an internal re-organization plan that will become effective in FY 2020. Since primary focus was on balancing the General Fund for the biennium, these departments presented the most opportunities for either eliminating or shifting personnel costs and FTE to other funds. The small General Fund FTE increases are in the Clerk of Council, Human Resources, and Recreation.

Table XIV shows the change in the relationship between total public safety FTE and total non-public safety (all funds) FTE. Public safety FTE includes the total personnel in both the Fire and Police Departments, the Emergency Communications Center, as well as 8.0 FTE assigned to the Emergency Communications Center which are public safety designated information technology related positions in Enterprise Technology Solutions. Non-public safety FTE consists of all City FTE not included in the public safety total. Public Safety FTE decrease by 25.46 in the Approved FY 2020 Budget. There is no Public Safety FTE change in the Approved FY 2021 Budget. The change in the Public Safety FTE is due primarily to reductions in both the Police Department and the Emergency Communications Center. The Police Department reduction is the result of several factors: 1) a decrease of 10.0 Clerk Typist FTE, 2) a recalculation that reverses the 15.0 FTE increase from the Community Oriented Policing Services (COPS) Hiring grant in FY 2018, and 3) a Computer Programmer/Analyst position was administratively transferred from Enterprise Technology Solutions (ETS) to the Cincinnati Police Department (CPD), and 4) the elimination of a 0.46 FTE Co-Op/Student Intern. There are no changes to the Fire Department’s Approved FY 2020-2021 FTE complement. The all funds non-public safety FTE reduction of 24.90 FTE appears smaller (in relation to the public safety count) since the non-public safety General Fund reductions are offset by substantial FTE transfers or shifts to restricted funds as Table XIV below illustrates. All funds non-public safety FTE increase by 0.02 in the Approved FY 2021 Budget.

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

	FY 2019 Approved Update	FY 2020 Approved Budget	Change From FY 2019	FY 2021 Approved Budget	Change From FY 2020
<i>(in Full-Time Equivalents, FTE)</i>					
Public Safety FTE	2,318.46	2,293.00	(25.46)	2,293.00	0.00
Non-Public Safety FTE	<u>3,871.38</u>	<u>3,846.48</u>	<u>(24.90)</u>	<u>3,846.50</u>	<u>0.02</u>
Total All Funds FTE	6,189.84	6,139.48	(50.36)	6,139.50	0.02

Focusing on the General Fund, Table XV (below) shows that public safety staffing trends in the General Fund mirror the all funds workforce budget since all public safety FTE are concentrated in the General Fund. However, it is important to note that public safety is the primary focus of General Fund expenditures. Public Safety FTE represent approximately 37% of the all funds total workforce in the Recommended FY 2020 Budget, but approximately 69% of the total General Fund workforce in the Recommended FY 2020 Budget.

Table XV shows that General Fund non-public safety positions have decreased by 226.88 FTE in the Approved FY 2020 Budget which is nine times the number of Public Safety reductions. The non-public safety reductions include both permanent position eliminations as well as transfers or shifts to restricted



funds. FTE transfers represent the majority of those reductions. The total General Fund reduction in the Approved FY 2020 Budget is 252.34 FTE.

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

<i>(in Full-Time Equivalents, FTE)</i>	FY 2019 Approved Update	FY 2020 Approved Budget	Change From FY 2019	FY 2021 Approved Budget	Change From FY 2020
General Fund Public Safety	2,318.46	2,293.00	(25.46)	2,293.00	0.00
General Fund Non-Public Safety	<u>1,249.92</u>	<u>1,023.04</u>	<u>(226.88)</u>	<u>1,023.06</u>	<u>0.02</u>
Total General Fund Staffing	3,568.38	3,316.04	(252.34)	3,316.06	0.02

As shown in Table XVI, the level of total sworn FTE has decreased by 15.0 FTE from 1,933 in the Approved FY 2019 Budget Update to 1,918 in the Approved FY 2020 Budget. There is no change in the Sworn Staffing Plan in the Approved FY 2021 Budget. The decrease is concentrated in the Police Department where the sworn strength decreases from 1,074 in the Approved FY 2019 Budget Update. This reduction is due to a recalculation that reverses the 15.0 FTE increase from the Community Oriented Policing Services (COPS) Hiring grant in FY 2018.

Table XVI - FY 2020 - 2021 All Funds Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	FY 2019 Approved Update	FY 2020 Approved Budget	Change From FY 2019	FY 2021 Approved Budget	Change From FY 2020
Police Sworn	1,074.00	1,059.00	(15.00)	1,059.00	0.00
Fire Sworn	<u>859.00</u>	<u>859.00</u>	<u>0.00</u>	<u>859.00</u>	<u>0.00</u>
Total Sworn	1,933.00	1,918.00	(15.00)	1,918.00	0.00

For better perspective, Table XVII shows the projected sworn strength level at various points during FY 2020 and FY 2021 taking into account recruit classes and anticipated attrition. These attrition amounts are based on historical trends reflected in prior fiscal years. There are currently no Fire recruit classes scheduled for FY 2020 or FY 2021. However, the Cincinnati Fire Department (CFD) has applied for the Staffing for Adequate Fire and Emergency Response (SAFER) Grant. If awarded, CFD could hire up to 40 firefighter recruits based on staffing levels at the time. All necessary grant match funds would need to be approved by the City Council.

Operating Budget Summary
Staffing Plan



Table XVII - Projected Sworn Strength Staffing Summary During FY 2020 and FY 2021

Sworn FTE	July 2019 42 Police & 41 Fire Recruits Graduate	July 2020 45 Police Recruits Graduate*	June 2021 30 Police Recruits Graduate
POLICE	1,031	1,043	1,040
FIRE	867	842	810

* Subsequent to the passage of the FY 2020-2021 Approved Biennial Budget, the Cincinnati Police Department was awarded a COPS Hiring Grant which will add 15 police recruits to the FY 2020 Police Recruit Class.

A longer perspective is shown in Table XVIII. The total public safety FTE supported by the General Fund has increased by 99.10 FTE since the year 2000 which represents a 4.5% increase while non-public safety positions have declined by 951.16 FTE or 48.2% during the same period. Overall, General Fund FTE has declined by 20.4% since 2000.

Table XVIII - General Fund FTE Change 2000-2020

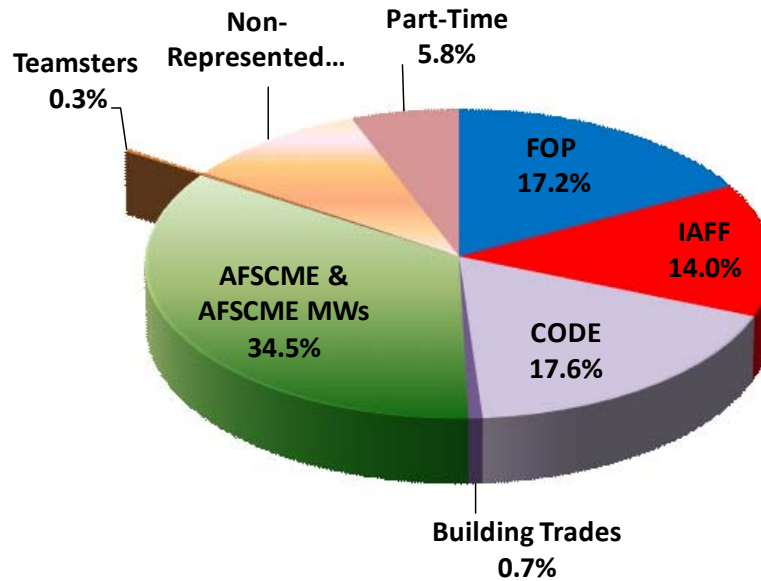
<i>(in Full-Time Equivalents, FTE)</i>	CY 2000 Approved Budget	FY 2020 Approved Budget	FTE Change From 2000 Budget	Percentage Change
Public Safety FTE	2,194.90	2,294.00	99.10	4.5%
Non-Public Safety FTE	<u>1,973.20</u>	<u>1,022.04</u>	<u>(951.16)</u>	<u>-48.2%</u>
Total General Fund Staffing	4,168.10	3,316.04	(852.06)	-20.4%

In Table XIX, sworn public safety positions have increased by 131.00 FTE since the year 2000. This represents a 7.3% increase in sworn staff since 2000.

Table XIX - General Fund Sworn FTE Change 2000-2020

<i>(in Full-Time Equivalents, FTE)</i>	CY 2000 Approved Budget	FY 2020 Approved Budget	FTE Change From 2000 Budget	Percentage Change
Public Safety Sworn FTE	1,787.00	1,918.00	131.00	7.3%

There are six bargaining units that represent employees. Those six units include: the American Federation of State, County and Municipal Employees (AFSCME) (which includes a separate contract for part-time Municipal Workers (MW)), the Cincinnati Building Trades Council, Cincinnati Organized and Dedicated Employees (CODE), the Fraternal Order of Police (FOP), the International Association of Fire Fighters (IAFF), and the Teamsters. Across all funds, represented employees account for 84.3% of all FTEs.



The Recommended FY 2020-2021 Biennial Operating Budget included the elimination of 9.0 FTE filled positions in the General Fund. The incumbents are being transferred to existing vacant positions within the City. However, the Approved FY 2020-2021 Biennial Operating Budget restores 4.0 FTE. Table XX provides the detail on the position eliminations and restorations.

Table XX - Filled Position Eliminations and Restorations

Classification	Salary Division	Status	FTE
Administrative Technician	D0 – Non-Represented	Eliminated	1.00
Clerk Typist 2	D1 – AFSCME	Eliminated	1.00
Division Manager	D8 – Non-Represented	Eliminated	1.00
Division Manager	D8 – Non-Represented	Eliminated	1.00
Supervising Management Analyst	D8 – Non-Represented	Eliminated	1.00
Total			5.00
Administrative Specialist	D0 – Non-Represented	Restored	1.00
Assistant to the City Manager	D5 – Non-Represented	Restored	1.00
Deputy Director Economic Inclusion	D5 – Non-Represented	Restored	1.00
Environmental Programs Manager	D5 – Non-Represented	Restored	1.00
Total			4.00

Other adjustments to the Staffing Plan included in the Approved FY 2020-2021 Biennial Operating Budget are the re-classification of Supervising Management Analyst positions across the City that are designated as having a human resources function within their department. These positions are being reclassified as Supervising Human Resources Analyst positions. This re-classification is budget neutral as the salary range for both classifications is the same. Additionally, new classifications were established for the Director of Performance and Data Analytics and Deputy Director of Performance and Data Analytics which replaces the Executive Project Director classifications that had been used previously. Finally, the Recommended FY 2020-2021 Biennial Operating Budget inadvertently omitted 3.70 FTE Public Health Consultant positions in the Public Employees Assistance Program (PEAP). This has been corrected in the Approved FY 2020-2021 Biennial Operating Budget.



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Approved Staffing Plan

	General Fund				Restricted Funds				All Funds			
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2018	FY 2019	FY 2020	FY 2021	FY 2018	FY 2019	FY 2020	FY 2021
City Council	27.00	27.00	27.00	27.00	0.00	0.00	0.00	0.00	27.00	27.00	27.00	27.00
Office of the Mayor	9.00	10.00	10.00	10.00	0.00	0.00	0.00	0.00	9.00	10.00	10.00	10.00
Clerk of Council	5.84	5.84	6.60	5.60	0.00	0.00	0.00	0.00	5.84	5.84	6.60	5.60
City Manager	47.70	193.00	176.00	176.00	14.00	15.00	14.00	14.00	61.70	208.00	190.00	190.00
Buildings & Inspections	112.50	112.50	110.50	110.50	0.00	0.00	0.00	0.00	112.50	112.50	110.50	110.50
Citizen Complaint Authority	6.00	6.00	6.00	6.00	0.00	0.00	0.00	0.00	6.00	6.00	6.00	6.00
City Planning	11.00	11.00	10.00	10.00	0.00	0.00	0.00	0.00	11.00	11.00	10.00	10.00
Community & Economic Development	30.00	31.73	23.00	23.00	25.00	18.00	14.00	14.00	55.00	49.73	37.00	37.00
Enterprise Services	0.00	0.00	0.00	0.00	49.92	49.91	39.38	39.38	49.92	49.91	39.38	39.38
Economic Inclusion	10.00	10.00	9.00	9.00	2.00	2.00	3.00	3.00	12.00	12.00	12.00	12.00
Enterprise Technology Solutions	50.75	58.00	58.00	58.00	37.80	37.80	37.80	37.80	88.55	95.80	95.80	95.80
Finance	74.91	75.81	75.80	75.80	30.84	28.75	31.70	31.70	105.75	104.56	107.50	107.50
Fire	887.00	908.00	908.00	908.00	0.00	0.00	0.00	0.00	887.00	908.00	908.00	908.00
Health	178.53	170.23	0.00	0.00	311.95	331.54	514.33	514.33	490.48	501.77	514.33	514.33
Human Resources	19.10	18.10	20.10	20.10	3.00	4.00	4.00	4.00	22.10	22.10	24.10	24.10
Law	72.20	72.20	71.20	71.20	9.00	10.00	11.00	11.00	81.20	82.20	82.20	82.20
Parks	174.85	178.35	147.40	147.40	73.30	73.30	84.80	84.80	248.15	251.65	232.20	232.20
Police	1,379.46	1,257.46	1,243.00	1,243.00	0.00	0.00	0.00	0.00	1,379.46	1,257.46	1,243.00	1,243.00
Public Services	125.00	116.00	113.00	113.00	324.00	348.00	370.00	370.00	449.00	464.00	483.00	483.00
Recreation	282.24	287.16	287.44	288.46	112.40	124.35	124.35	124.35	394.64	411.51	411.79	412.81
Sewers	0.00	0.00	0.00	0.00	740.00	740.00	740.00	740.00	740.00	740.00	740.00	740.00
Stormwater Management Utility	0.00	0.00	0.00	0.00	28.00	31.00	32.00	32.00	28.00	31.00	32.00	32.00
Transportation & Engineering	22.00	20.00	14.00	14.00	154.45	157.00	144.30	144.30	176.45	177.00	158.30	158.30
Water Works	0.00	0.00	0.00	0.00	642.87	650.81	658.78	658.78	642.87	650.81	658.78	658.78
Total	3,525.08	3,568.38	3,316.04	3,316.06	2,558.53	2,621.46	2,823.44	2,823.44	6,083.61	6,189.84	6,139.48	6,139.50
Police Sworn	1,074.00	1,074.00	1,059.00	1,059.00	0.00	0.00	0.00	0.00	1,074.00	1,074.00	1,059.00	1,059.00
Fire Sworn	838.00	859.00	859.00	859.00	0.00	0.00	0.00	0.00	838.00	859.00	859.00	859.00
Non-Sworn	1,613.08	1,635.38	1,398.04	1,398.06	2,558.53	2,621.46	2,823.44	2,823.44	4,171.61	4,256.84	4,221.48	4,221.50



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ACCOMPLISHMENTS IN FISCAL YEAR 2019

Approving an annual budget provides an important opportunity to see not only where we are going, but to also identify significant accomplishments over the past year. The following list highlights those successes in FY 2019.

City Manager's Offices (CMO)

- The Office of Communications enhanced the City's digital engagement by expanding the City's social media reach, including over 86,000 Twitter followers, and growing the number of media platforms used by City departments.
- CitiCable provided coverage of City Council meetings and weekly Council meetings online, to mobile devices, and on Spectrum Cable; and partnered with Sabrecom, LLC. to preserve and enhance City government access channels.
- Cincinnati Initiative to Reduce Violence (CIRV) representatives hosted six neighborhood community "Call-in" conversation events for Avondale, Over-the-Rhine, West End, Price Hill, Winton Terrace, Millvale, and at City Hall.
- CIRV's enhancements of alliances are with Hamilton County Office of Re-entry and community partners, Hamilton County Probation Department, Hamilton County Justice Center, Ohio Department of Rehabilitation and Corrections, the United States Federal Prosecutor's Office of the Southern District of Ohio, and the University of Cincinnati School of Criminal Justice.
- Community Outreach Advocates (COAs) participated in over 345 CIRV presentations to stop the shootings, provided over 200 daily outreaches in "hot spots" (top 10 neighborhoods), held 44 shooting responses and 61 community events, and attended 38 funerals/vigils/memorials. There are 81 clients engaged in mentoring and life coaching with over 180 resource referrals. The COAs held community Resources and Job Fairs regarding employment, training, housing, child support and expungements.
- The COAs made weekly visits to Oyster and Taft High Schools, Dohn Community School, and 20/20 Detention Center with violence awareness presentations/interventions and field trip exposure to colleges, universities, local businesses of technology and the Cincinnati Youth Police Academy.
- The COAs adopted new approaches in trauma training, addressing the root causes of crime from a faith-based, health, and medical crisis perspective with CPD Victim's Assistance Liaison unit. The COA's are also working with the Christ Church Cathedral's Gun Violence Prevention working group consisting of Moms Demand Action for Gun Sense in America, Everytown for Gun Safety, and Who Killed Our Kids.
- COAs collaborated with the Cincinnati Police Department's Place Based Investigations of Violent Offender Territories (PIVOT) and the "Neighborhood Enhancement Program" (NEP), which was a highpoint in reducing violence in Avondale.

Operating Budget Summary

FY 2019 Accomplishments



- The Office of Human Relations (OHR) worked on casework and constituent services related to discrimination and disparity in City services.
- OHR participated in and contributed to numerous stakeholder community organizations.
- OHR hosted the national conference, International Association of Official Human Rights Organizations.
- The Office of Budget and Evaluation completed upgrades to the Cincinnati Budget System and InfoView reporting system to improve the City's budget development process.
- The Office of Budget and Evaluation received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2019 Update, starting July 1, 2018.
- The Office of Environment and Sustainability (OES) created the 2018 Green Cincinnati Plan with active involvement by more than 400 residents and was endorsed and adopted by the Mayor and City Council.
- Cincinnati won the Bloomberg American Cities Climate Challenge, becoming one of 25 cities sharing \$70 million in support and technical assistance from Bloomberg Philanthropies to cut carbon emissions from buildings and transportation.
- OES launched the "Year of Living Sustainably" program, which is a series of 12 one-month campaigns, each focused on a different sustainability topic to encourage residents to find ways to become more sustainable.
- The Cincinnati 2030 District was officially recognized by the 2030 Districts Network in December, joining 21 other 2030 Districts in the network. A 2030 District is a voluntary organization of large building owners and operators who commit to making a 50% reduction in the building's energy, transportation, water and health impacts. The Cincinnati 2030 District already includes 23 buildings totaling more than 10 million square feet and has hired full time staff to advance the District's efforts.
- Site Selection Magazine has named Cincinnati the #1 most sustainable city in the country for the second year in a row.
- The Green Cincinnati Plan won the U.S. Green Building Council's Sustainability Education and Outreach Award for its open and inclusive planning process.
- Green Cincinnati leader Linda Matthews (Millennium Energy) received the Voice of the People Award from the Ohio Environmental Council.
- City of Cincinnati Energy Manager, Michael Forrester, and Green Cincinnati leader, Jeremy Faust (5/3 Bank), were included on Midwest Energy News' 40 under 40 list.
- The Hamilton County Recycling and Solid Waste District named City of Cincinnati's Jenn Ballard as the Best Recycling Communicator and picked the Cincinnati Recreation Commission's Golf Courses for the Excellence in Public Recycling Award.



- Mayor Cranley and City Council signed on to the Sierra Club's Ready for 100 Campaign, committing Cincinnati to power its buildings and fleet with 100% renewable energy by 2035.
- Mayor Cranley signed the "We are still in!" declaration, joining more than 3,600 elected leaders in pledging to meet the commitments of the Paris Climate Accord.
- Mayor Cranley signed the Mayor's Climate Agreement, which commits to fulfilling the Paris Climate Accord.
- Mayor Cranley and City Council adopted the Green Cincinnati Plan, which includes a commitment to reduce greenhouse gas emissions 2% per year, totaling 84% by 2050.
- The Property Assessed Clean Energy Program closed 6 deals worth more than \$7 million to complete energy efficiency work in large commercial buildings.
- The City's Electric Vehicle Free Parking Program more than doubled from about 200 vehicles at the end of 2017 to more than 400 at the end of 2018.
- The City provided an additional \$200,000/year to plant and maintain trees by increasing the Street Tree Assessment rate.
- The City's 2020 local food goal, to double the production and consumption of locally grown food, was achieved 2 years early.
- Two low-head dams on the Mill Creek were removed, improving water quality, opening the creek to Ohio River aquatic species, and enabling recreational use.
- OES partnered with Downtown Cincinnati, Inc. (DCI) to place recycling containers next to sidewalk trash cans in many locations.
- OES partnered with the University of Cincinnati and the Uptown Consortium to divert materials for recycling and reuse during the UC move-out period.
- Cincinnati held its first community repair event, Repair Fair Cincy, giving common household items a new life and keeping them out of the landfill.
- Urban Agriculture Mini-Grants were awarded to 30 Cincinnati gardens and farms along with one local food hub, which helped local growers produce more food and provide that food to more residents.
- More than 25 new Open Data sets were published by the Office of Performance and Data Analytics (OPDA), including Business Licenses, Fleet Inventory, Fuel Usage, and Small Cell Data.
- OPDA released twelve new CincyInsights dashboards, including: six Police related dashboards, City Spending, and an Employee profile.
- OPDA developed a new tier of innovation projects, iTeams, to better-reach smaller scale projects. iTeams partner OPDA staff with a defined process involving one to three departments



to develop a new or improved process. Examples include a new database for Environmental Review and a reporting process for Community and Economic Development.

- OPDA collaborated with Buildings & Inspections to release a small business development tool that provides a user-friendly online guide to the process for opening or expanding a business.
- The Special Events iLab was restarted to implement a collaborative online platform for special events inquiry, applications, approval, and payment.
- OPDA transitioned several Stat portfolios to monitoring and started new Stats, FleetStat and SpeedStat. Enhanced monitoring dashboards allow for most departmental processes to be viewed daily and electronically by departments and the administration.
- OPDA produced 4 quality audit reports that provided 41 recommendations to improve the internal control structure within City government.
- OPDA provided transparency around governance, risk management, and internal control practices through the Internal Audit Committee that met regularly.
- OPDA supported management's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste and Abuse Hotline.

Buildings and Inspections (B&I)

- B&I implemented the HARBOR program, which helps Cincinnati homeowners in need of home improvements. The \$400,000 allocated to the program has a goal of serving at least 23 owner-occupied property owners in the city. B&I has referred 29 for assistance, 8 have been approved, and three are in process.
- B&I implemented a Coordinated Site Review Process (CSPRO). As part of the Coordinated Site Review process launch in 2018, the CSPRO team was created. This group of agency directors meets bi-weekly to review major private development projects prior to them entering the permitting process. This group provides formal recommendations to developers in an effort to make the permitting and regulatory process less cumbersome.
- B&I implemented multiple benchmarking dashboards on performance metrics with the assistance of OPDA which can be readily reviewed by the public at insights.cincinnati-oh.gov.
- B&I renegotiated The Inspection Bureau, Inc. (IBI) performance-based contract.
- B&I shifted the management of Vacant Building Maintenance License (VBML) fee waivers from the Board of Housing Appeals to the desk of the B&I Director.
- The permit center completed 91% of setups within three business days or less, exceeding the service goal of 85% within three business days or less.
- Registered 1,865 contractors through the City Contractor Registration Program.



- Issued 7,049 permits, a 0.37% decrease from FY 2018.
- Five Customer Relations Representatives completed Permit Technician Certification, which provides a more knowledgeable staff in the building code and regulations, which affect the health and safety of buildings within the City of Cincinnati.
- Microfiche Digitization project completed, which reduces the time spent searching records, allows for the Buildings Department to provide records more efficiently, provides an electronic and more up-to-date resource for accessing public records, provides the potential for customers to access and view public records without having to come to the department.
- ACCELA Request for Proposal (RFP) provides commitment by the department to putting resources toward a more up-to-date and streamlined processing of permits and sets the department up for future technological advances in permit processing.
- The Plan Examination section met or exceeded established goal days at least 99% of the time. The goal days are as follow:
 - Ohio Building Code (OBC) - 15 days for initial review
 - Initial review completed in an average of six days
 - OBC Revisions - Five-day turnaround
 - Residential Code of Ohio (RCO) - 10 days for initial review
 - Initial review completed in an average of four days
 - RCO Revisions - Five-day turnaround
 - Tier 1 Review (Same-Day): Diverted approximately 40% of applied permits through same-day review.
- The department collaborated with Cincinnati Area Geographic Information System (CAGIS) to move the elevator permitting process to a web-based portal, automating payment, reinspection and registration, and reducing time and effort for staff.
- General Building Inspection (GBI) and Zoning leadership hosted Experience 2019, a state-wide training opportunity in March 2019 for the building industry and had 400 attendants, an increase from 275-300 in past years.
- The department completed 15.27 plumbing inspections daily, exceeding the daily goal of nine inspections.
- The department completed 13.97 GBI inspections daily, exceeding the daily goal of nine.
- The department completed 7.49 elevator construction inspections daily, exceeding the daily goal of six.

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- The department worked with CAGIS and Treasury to launch a new web-based licensing system, including web-payment.
- The Pre-Development Conference was reimagined and customized through a multi-agency effort, creating Coordinated Site Review, and launched in early FY 2019.
- The department expanded the Courtesy Inspection Program, which increased the participation rate and worked in collaboration with Jobs and Family Services to improve support for Home Day Cares.
- The department reorganized and relaunched the Landlord Training Program under B&I management, which increased participation by 35%.
- B&I was the lead sponsor and organizer of the Neighborhood Summit for the third year.
- B&I became the lead in neighborhood communications, providing broader notice of work occurring in the program period.
- In conjunction with OPDA, launched OpenCincy, a self-help web portal that can guide citizens to investigate zoning and/or review fully their requirements to open a commercial enterprise within the City, including all permitting processes. B&I also worked to expand the portal to provide similar guidance for residential permitting projects.
- B&I and Law continued managing the Historic Conservation Board and Zoning Hearing Examiner with a streamlined, advanced date setting process, which reduced the hearing process time from seven weeks to five weeks on average.
- Section 106 Management exceeded performance goals on response times for internal projects, was granted permission to support CMHA Sec 106 reviews, and achieved improved status in annual audit review.
- An AmeriCorps Vista Intern cataloged over 100 structures in the Avondale neighborhood for consideration on the National Register of Historic Places.
- Staff were key contributors in the drafting text for zoning amendments focused on Urban Agriculture, Conservation Districts, Subdivision Regulations, Outdoor Advertising Signage Licensing, and Short-term Rental Licensing.
- B&I expanded capacity to address Fence Certificates and Signage Certificates and Nonconformity Certificates
- B&I instituted new procedures with City Planning to ensure proposed lot splits meet all building and zoning requirements prior to subdivision.
- 58 blighted buildings were demolished, and 324 open abandoned buildings were barricaded and secured.
- Approximately 50% of the verified inventory of 2,166 fire escapes has been examined by a design professional. 42% of those examined require repair of maintenance. 458 fire escapes are currently under orders to make repairs.



- There are 627 buildings subject to the façade inspection program. Based on the age of the buildings 436 buildings are due for examination. 126 Buildings have been examined by design professionals. 49% of those buildings were found to need repair or maintenance work.
- Amended Sections 1101-79, "Vacated Building Maintenance Licenses;" 1101-80, "Written Determination by the Director;" and 1101-129, "Fees for Vacated Building Maintenance Licenses," of Chapter 1101, "Administration."
- The Special Merit Award for historic preservation was presented by the Cincinnati Preservation Association to B&I for the work in stabilizing the "Flatiron Building" at 1833 Sycamore.
- B&I completed the Baymiller Street row houses stabilization project through the SEED program in collaboration with the Hamilton County Land Bank. There are six buildings that are being marketed for sale and complete renovation and re-occupancy. The landbank has purchase offers on two of the buildings and one other will be a single-family home renovation by Habitat for Humanity for a low-moderate income family.

Citizens Complaint Authority (CCA)

- Reviewed 161 complaints and 357 allegations against CPD officers.
- Commenced 73 new CCA investigations.
- Investigated and issued 200 findings associated with 41 closed complaints.
- Issued 13 recommendations and 8 observations to CPD. Some of the recommendations and observations included:
 - CPD engage the community on City pedestrian laws to avoid confusion amongst citizens regarding pedestrian rights.
 - CPD review the Taser section of its Procedure § 12.545 Use of Force to determine when it is appropriate for officers to remove their tasers from their holsters and how officers should use their tasers as a means of control to avoid the appearance of a physical threat to a citizen.
 - CPD create a definition of Harassment in its CPD Procedure to provide officers with specific direction and guidance.
- Completed CPD's Use of Force Procedure review, in which CCA issued multiple recommendations; four recommendations were adopted.
- CCA commenced as an active member of the International Association of Chiefs of Police Unbiased Policing Policy drafting work group.
- Published the 2017 Annual Report. This report was enhanced from previous years to include additional data analyses, definitions, and the Collaborative Agreement Refresh overview.
- Published the 2017 Annual Patterns Report, which uses an adopted standard for a three-year period that tracks officers who have received a high number of complaints against them, repeat complainants who have filed complaints against officers and the top circumstances



that formed the bases for the filing of complaints. This report also provided a summary of CCA's recommendations and observations issued in 2017.

- Finalized CCA's first Annual Recommendation and Observations Summary.
- Finalized CCA's 2018 Annual Patterns Report.
- Enhanced CCA's Citizen Complaint Management System (CCMS) reporting features, which included but were not limited to verification of data via cross-reporting by district, complaints, demographics, allegations, citizens, etc.; creating a charges folder that tracks when complainants have charges filed against them; creating a medical injuries folder that tracks when complainants suffer injuries; and tracking CCA's progress per investigation.
- Created CCA's Community Engagement Tracking database, which will assist CCA in tracking all its community engagements and trainings.
- CCA provided training to new CCA Board Members, new CPD Supervisors, CPD Recruits and CPD's Citizen Police Academy.
- CCA was selected as a participant of the Mayerson Academy's Strong Cincinnati Institute for the City of Cincinnati.
- CCA provided 12 community engagements and trainings reaching approximately 116 people. FY 2019 engagements include the 2019 Neighborhood Summit, upcoming trainings to the Spring 2019 session of the Citizens Police Academy and CPD's 109th Recruit Class.

City Planning

- The Department of City Planning staff had two Plans approved: Carthage Neighborhood Business District Strategy Plan and Lower Price Hill Resurgency Plan. City Planning staff also facilitated the process to include amendments to the Bond Hill + Roselawn Plan of 2016.
- Staff processed, analyzed, and moved 12 zoning changes and two local, historic landmark designations through the legislative process to-date.
- Staff processed, analyzed, and moved a total of 136 items through the City Planning Commission to-date.
- Staff facilitated a Subdivision and Zoning Working Group and rewrote and implemented new Subdivision Regulations for the City of Cincinnati.
- Staff began facilitating a Property Tax Working Group.
- Staff facilitated an Urban Agriculture Working Group that researched and developed text amendments to the Cincinnati Zoning Code.
- Staff facilitated the process of establishing an Urban Parking Overlay District to eliminate all off-street parking requirements within the neighborhoods of Downtown, Over-the-Rhine, Pendleton, and adjacent portions of Mount Auburn and the West End.



- Staff worked with the Office of Budget and Evaluation and the Office of Communications regarding budget community engagement as well as the Community Budget Request and Neighborhood Project Suggestion process.

Community and Economic Development (CED)

- CED worked on the Cincinnati Scholar House project, which involves demolishing a blighted building in Walnut Hills, constructing a mixed-use building that will contain 44 units of affordable housing for low-income single-parents pursuing a four-year college degree, as well as first-floor childcare services and adult support services.
- CED worked on the Roselawn Gardens project with Bond Hill & Roselawn Senior Housing, LLC, which is developing a four-story, mixed-use, senior affordable development on a vacant three-acre parcel on Losantiville Ave. The \$12 million project will achieve Leadership in Energy and Environmental Design (LEED) Silver Certification at completion and will have 50 affordable, senior apartments.
- CED worked on the 821 Flats project, which involves demolishing the old Young Men's Christian Association (YMCA) in the West End and constructing 57 units of permanent supportive housing for individuals coming out of homelessness with mental illness. Ten percent of the units will be set aside for individuals with 30 percent or less of Average Median Income (AMI). All units will be targeted to individuals coming out of homelessness with mental illness.
- CED worked on the Avondale Town Center project with New Avondale Center, LLC, which is an affiliate of The Community Builders (TCB), Avondale Coalition of Churches, and Avondale Town Center North, LLC (an affiliate of TCB), on the purchase and comprehensive redevelopment of the current Avondale Town Center. The project consists of converting the current Avondale Town Center into a mixed-use, mixed-income project that includes constructing two new buildings that will include 119 rental units, as well as approximately 75,000 square feet of commercial space, which will include a grocery store.
- Through the competitive Neighborhood Business District Improvement Program process, CED awarded \$1.3 million to various community organizations for the revitalization projects in their respective Neighborhood Business Districts. Projects include the acquisition of the U.S. Chili building in Camp Washington, parking lot improvements in Pleasant Ridge and Roselawn, and building stabilization projects in College Hill and Evanston.
- With CED's assistance, Neyer Properties, Inc., broke ground on the first phase of the Riverside Yard project in September 2018. In Summer 2018, the City completed construction on the new public road that enabled Neyer to proceed with its new, multi-phase development. During the first phase, the company is investing approximately \$7 million to construct a 103,500 square-foot speculative commercial building. The project makes the City more competitive when trying to attract new commercial users.
- CED partnered with JobsOhio to ensure the new headquarters of Sims-Lohman, a manufacturer of kitchen cabinets and countertops, pursued by various Midwestern and Southeastern peer cities, was built in Cincinnati.

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- CED negotiated a property swap agreement and acquired the King Records building in Evanston in May 2018. Approximately \$700,000 in City funds have been invested to stabilize the structure. Stabilization work will be completed in FY 2019 and will prevent any further deterioration of the building.
- CED's Small Business Team conducted several workshops including the "Open Kitchen" food permitting workshop, the "Cash Reigns Supreme" seminar, and the "Survivors & Thrivers" speaker series. Also, the team facilitated a neighborhood pop shop experience in the College Hill community and supported five small businesses with loans totaling \$122,000 through the MicroCity Loan program.
- The City awarded \$6.4 million in funding from its Notice of Funding Availability (NOFA) released in February 2017, which is expected to create more than 500 housing units with approximately 80 percent of them allocated as affordable housing. The City investment is expected to leverage \$103 million in private financing.
- The Parking Division, in collaboration with the Major Projects Team, facilitated the establishment of an Urban Parking Overlay District in the Over-the-Rhine, Pendleton and Central Business District neighborhoods. The initiative removed all parking requirements in the district, which aligns with the principles of Plan Cincinnati and larger planning and development goals.
- In conjunction with the Urban Parking Overlay District, the Parking Division and the Major Projects Team helped facilitate the implementation of a Special Parking Permit Program in the Over-the-Rhine neighborhood. The program gives residents in a designated section of OTR the option to purchase an annual pass for on-street parking.
- The Parking Division reduced the meter repair turnaround time from 5.17 days to 1.86 days through staffing and improved technology. Also, the division increased the overall on-street parking system uptime from 98.78 percent to 99.27 percent.
- The Parking Division increased on-street parking capacity by more than 100 spaces throughout the Central Business District, Over-the-Rhine and various Neighborhood Business Districts.
- The Parking Division implemented an on-street rate increase, better balancing the off-street and on-street pricing, creating approximately \$640,000 in new on-street revenue. Additionally, the division implemented an off-street rate increase, bringing the City-owned parking facilities in line with the market, creating approximately \$700,000 in new off-street revenue.
- Fussball Club Cincinnati, LLC, will construct a 21,000-seat Major League Soccer Stadium in the West End neighborhood of Cincinnati to house the FC Cincinnati team. Included in the project are various public improvements comprised of demolition, site preparation, infrastructure, etc., to facilitate the stadium's construction. Total estimated cost of the Private Improvements is projected to be \$217,695,490, while the total estimated cost of the Public Improvements is projected to be \$34,896,800.
- U.S. Bank will renovate its existing office space as part of a job expansion project. The Project will retain approximately 2,210 jobs and \$160.7 million in annual payroll at its current location and will add 400 new jobs with an annual payroll of \$19.2 million.



- Pearl Capital Management, a developer based in Indianapolis, will renovate the Provident Building, an existing office building, into 160 market-rate residential apartments and all new commercial space on the ground floor. The total project cost is estimated at \$37.6 million.
- CED worked closely with the College Hill Community Urban Redevelopment Corp. (CHCURC) to acquire six properties along Hamilton and Cedar avenues in the College Hill Business District. The City provided a \$500,000 loan to CHCURC to purchase and reposition the properties, including the old Hollywood Theatre, for redevelopment.

Duke Energy Convention Center (DECC)

- The final month of FY 2019 ended the year on a positive note. With the last six months delivering the highest revenue performance in the history of the Center, the full year is one of the top three years under Spectra Venue management.
- DECC maintained its record of annually managing expenses under budget and drove revenue surpluses back to the city funding accounts.
- FY 2018 Survey Scores had Overall Satisfaction at 4.70 on a scale of 5.
- DECC was a recipient of the 2019 Winner of Facilities & Destinations Prime Site Award, for the 8th year in a row.
- DECC sustainability efforts continue to reduce event lighting usage by 65%, saving 763,239 kWh, equivalent to reducing 526 metric tons of CO₂.
- The DECC data for Indirect Expenses has an inclusion rate for the first half of FY 2019 estimated to be 47%.
- Modifications to Heating, Ventilation, and Air Conditioning (HVAC) systems in 2008 continue to save \$265,000 annually compared to the base year.
- The DECC diverted 45.44 tons of waste from landfills through upgraded composting and improved recycling efforts.
- Rooftop Solar array has generated 927,828 kWh of energy through March 30, 2019.
- The DECC (Spectra) hosted the 9th annual Queen City Blood Drive on Wednesday, February 13th. A total of 442 people participated in the blood drive. 384 units were collected, which included five platelet donations and two plasma donations. This success is due to DECC's event partnerships with the Cincinnati Cyclones, Tri-Health, the Flying Pig, and Fleet Feet.
- The 12th annual Fall Feast served nearly 9,000 meals. To assist efforts being made in the Cincinnati community to raise 5,000 coats and warm weather accessories for distribution at the event, the DECC held its 2nd annual coat drive that took place the week prior on the Elm Street bus lane. Over 500 items were collected in a seven-hour time frame.
- The DECC continues to build partnerships in the community and serve Cincinnati through various outreach efforts including: DECC Charity Committee Initiatives, ArtWorks, Cincinnati Public Schools "Toyful Joyful" event and the "Garden to Table" event where the DECC

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culinary team and Spectra staff provided guidance and information on careers and how to prepare meals to school aged children.

- The DECC carpeted the Junior and Grand Ballrooms, painted the Junior and Grand Ballrooms, replaced fabric wall panels in the Junior Ballrooms, and renovated restrooms in the Exhibit Hall.
- Significant upgrades were made to the DECC house Public Address (PA) system, including new amps and switches.
- The security camera upgrade was completed in 2018 and has improved surveillance capabilities.
- A new ArtWorks installation, Surface Wave, was installed on the third floor situated above the Albee Arch.
- The DECC staff completed all on-line training modules mandated by Spectra Venue Management including: Respect in the Workplace, Credit Card compliance, and Code of Conduct.
- The DECC staff maintained their CPR/First Aid/Automated External De-fibrillation (AED) certifications with 21 staff certified in 2018.
- 32 Spectra staff renewed their certified travel ambassador (CTA) certification.
- The DECC launched a new marketing campaign, Poppin' Up with Chef Chaney, to engage the community and drive new business.
- In partnership with Cincinnati USA, DECC sales representatives participated in the Washington D.C. sales mission in March 2019. The combined team hosted six separate events, made dozens of sales calls and hosted hospitality receptions for D.C. MPI members. The next sales mission is scheduled for May 8-10 in Chicago, Illinois. Additionally, Health Professionals Network visited Cincinnati in April with 33 meeting planners. The DECC hosted an art tour and dinner for the group. Subsequently, two firm leads have been established and additional inquiries have resulted from this event.
- Repeat Convention business continues to confirm future dates. Six repeat conventions have requested and signed future contracts to return to Cincinnati thanks to the experience enjoyed in downtown Cincinnati and the Duke Energy Convention Center.
- Strategies to identify new/short-term business with partners at the Cincinnati USA Convention & Visitors Bureau and the hotels is currently underway with available FY 2019 and FY 2020 dates at the DECC currently under promotion. Results to-date include 4 new contracts representing 5,000+ future room nights and significant revenue for the Center.

Department of Economic Inclusion (DEI)

- Certified 46 Small Business Enterprise (SBE), Small Local Business Enterprise (SLBE) and/or Emerging Local Business Enterprise (ELBE) firms between July 1, 2018 and March 1, 2019, 29 of which are minority or woman-owned firms.



- Certified 66 Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) firms between July 1, 2018 and March 1, 2019, for a total of 231 actively-certified MBE, Minority Women Business Enterprise (MWBE), and WBE firms of March 1, 2018.
- Reviewed 113 potential contracts for subcontracting opportunities as of March 1, 2019 and set mandatory MBE and/or WBE inclusion goals on 64 of those.
- Regularly monitored contracts higher than \$50,000 for progress toward mandatory MBE and WBE inclusion goals.
- Regularly monitored development projects on which developers committed to meet voluntary MBE and WBE participation for progress toward meeting those inclusion goals.
- Regularly monitored contracts with aspirational SBE subcontracting goals for progress toward meeting those goals.
- Presented quarterly Minority and Women Business Enterprise (MBE/WBE) Program Report for 2nd and 3rd quarters of CY 2018 and the first quarter of CY 2019.
- Presented year-end annual Minority and Women Business Enterprise (MBE/WBE) Program Report with detailed award, spend, certification and outreach data for CY 2018, including total MBE and WBE prime and subcontracting awards valued at more than \$15M, reporting progress toward attainment of voluntary MBE/WBE utilization commitments by developers on City-sponsored economic development projects, and reporting MBE and WBE prime and subcontracting spend of nearly \$20.2M in CY 2018.
- Presented quarterly SBE spend data reports, disaggregated by prime and subcontracts and by ethnicity and gender, for the 2nd and 3rd quarters of CY 2018 and the first quarter of CY 2019.
- Presented year-end SBE spend data report, disaggregated by prime and subcontracts and by ethnicity and gender and including year-end certification and outreach details, for CY 2018.
- Served 43 small, minority and women-owned businesses, 19 of which are currently City-certified, through DEI Business Training Center Information and Resource Classes Fall and Spring semesters as of March 1, 2019.
- Conducted in-person LCPTracker instructional courses on 5 occasions between July 1, 2018 and March 31, 2019 to provide hands-on training for 18 City-certified companies working on prevailing wage projects on the process for on-line certified payroll reporting.
- Attended or conducted at least 31 SBE, MBE and WBE outreach events through February 28, 2019.
- Hosted monthly cable TV program "Gateway to Economic Inclusion," featuring certified firms and private and public partners for inclusion.
- Regularly monitored construction contracts for compliance with prevailing wage laws, resolved most underpayment issues in-house, and recommended one firm for debarment for failure to remedy underpayments.

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- Evaluated 226 procurements as of March 1, 2019 for prevailing wage applicability, making wage determinations for each procurement subject to prevailing wage.
- Conducted 57 bid reviews as of March 1, 2019 to advise the Purchasing Division regarding which bidders met or exceeded the MBE and WBE goals established for the procurement.
- Facilitated Economic Inclusion Advisory and Accountability Board (EIAAB) quarterly meetings, which were held on September 11, 2018, and December 12, 2018 (as of March 1, 2019), and served as Secretary to the EIAAB.
- The Department Director was recognized as Employee of the Year at the Mayor's State of the City address.
- Developed new electronic certification applications to allow vendors to provide all information through a single certification application for eligibility consideration under all the City's programs and a single renewal application for continued certification after the initial two-year period.
- DEI staff members served as members of RFP/Request for Qualifications (RFQ) evaluation committees between July 1, 2018 and March 1, 2019.
- In early 2019, DEI, Fifth Third Bank, and Local Initiatives Support Corp. (LISC) launched the Cincinnati Access Fund, a \$3.5 million loan fund designed to provide access to capital and technical assistance to small businesses in Cincinnati that are owned by minorities and women.

Enterprise Technology Solutions (ETS)

- Worked with the City's Information Security Officer in minimizing the potential for cyber-attacks by testing and configuring the City's Financial System (CFS) to run the required City inventory, monitoring, and antivirus protection solutions.
- Worked with the Finance Department to conduct an Audit of all users who access the City's Financial System as a best practices recommendation by the State of Ohio Auditors.
- Worked with the Enterprise Technology Solutions (ETS) Datacenter team to move the Financial System's hardware from physical devices over to the virtualized hardware in the ETS Datacenter together with the CHRIS and Digital Services Systems.
- Applied major upgrade to 1099 processing to maintain the system integrity, stability and for cyber complacency.
- Created new Professional Services Agreement and associated workflows in CFS, enabling the Purchasing Division to have better control of Service contracts and for enhanced accountability.
- Created an upload interface for department users to format and upload Purchase Orders that have dozens of lines instead of having to enter them manually in CFS. This is very helpful in the case of lengthy payments such as energy bills.



- Rebranded the Electronic Government project area into Digital Services, which focuses more on delivering web-based development services and solutions to facilitate City business needs more efficiently and effectively.
- Developed and enhanced the Police Online Records Request application, which allows CPD staff to receive and manage requests for CPD records. This solution has improved the ability for the CPD records team to better serve record requests from the Public and City/County prosecutors.
- Developed the Fire online Personal History Questionnaire (PHQ) which allowed approximately 1,500 fire recruit applicants to submit the required information online. Additionally, this solution allowed City staff to process those applications more effectively through improved reporting and administration of the submittals.
- Developed an Information Security Dashboard, which allows the City Administration to work with City agencies and Information Technology staff to address cyber issues as they relate to City systems.
- Worked with the City's Information Security Officer to test and apply the latest asset inventory, patch monitoring, and antivirus software to the CHRIS servers and infrastructure to minimize the risk of a cyber security event.
- Applied required application updates to maintain functionality, address processing errors, and ensure the system is compliant with all Federal, State, and local laws.
- Made the requested changes in the system to provide all Fire employees with CHRIS self-service user accounts to allow them to view their paychecks online and suspended the printing of direct deposit advices for nearly 900 Fire Department employees.
- Provided guidance and assistance for Risk Management's project to move to online benefits enrollment and administration.
- Ensured system availability, addressed technical issues, and provided supplemental functional support to ensure the successful payroll processing of 26 pay cycles for more than 6,000 full- and part-time City employees.
- Implemented Dance Hall licenses workflow as part of Accela Automation.
- Finalized functional requirements and RFPs for migration to new Accela Platform for remaining County Building & Planning workflows.
- Finalized functional requirements and RFPs for migration to new Accela Platform for remaining City Building & Inspection workflows.
- Updated the MSD permits plus workflow.
- Reviewed CAGIS base maps, including enhancements to the existing maps and design of the new base maps (night and vector).

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FY 2019 Accomplishments



- Setup Envision environment for the Department of Transportation and Engineering. Redesign Ready for Inspection program.
- Created web page for road contractors' reports. Created workflow and report web page for road contractors who do residential work.
- Supported the Cincinnati Health Vital Statistics interactive website.
- Used MadCap software to create user documentation for the Elevator Certificate work process in Accela Automation.
- Supported Hamilton County Great Parks in data collection for Emerald Ash Borer Tree Inventory and Treatment.
- Acquired most up to date aerial images to assist in decision making for CAGIS users. Various applications including GIS, permitting, and the Customer Service Request system will use the new imagery.
- Embedded mapping components in the Cincinnati Park Board website, the components include park boundaries, facilities, trails etc., which are maintained in CAGIS's enterprise GIS database.
- County Law Enforcement Applied Regionally (CLEAR) celebrated its 50th year of collaborating with the Hamilton law enforcement community.
- Purchased and deployed new laptops and docking stations for full replacement of those in 40+ law enforcement agencies in Hamilton County.
- Developed and implemented an ASAP-PSAP (Automated Secure Alarm Protocol - Public Safety Answering Point) Interface that will allow the delivery of alarm information to public safety dispatch centers via Law Enforcement Automated Data System (LEADS) messaging.
- Completed the upgrades from Windows Server 2008 to Windows Server 2012 for CLEAR and Web Services server.
- CLEAR staff, in conjunction with the ETS Network Services team, implemented a new Virtual Private Network (VPN) firewall to service the officers using the Mobile Data Computers (MDC) laptops.
- Maintained 99.6% reliability for the critical systems maintained by CLEAR during this time.
- Completed more than 1,700 Service Now /IT Service Requests.
- Tracked more than 7,000 IT Service requests via Service Now.
- Assisted other City departments with reducing the telephone costs by over \$5,500 per month (\$66,000 per year) City-wide by identifying and eliminating services that were no longer needed.



- Setup the framework for a best practice disaster recovery solution which will allow for prompt restoration of service in case of a catastrophe at the City's Centennial and City Hall Data Centers.
- Migrated many departments from physical servers to virtual servers to be also duplicated as part of the new disaster recovery solution.
- Added the "Report Phish" button to all emails received from outside the City, which enables staff to report suspicious emails that are then evaluated for threat determination.

Finance Department

- The Finance Department worked to maintain the City's strong credit rating with both major rating agencies:
 - Standard & Poor's maintained its rating at AA/Stable outlook.
 - Moody's maintained its rating at Aa2/Stable outlook.
- These ratings are critical to ensuring the City is able to place its debt at the lowest possible interest rates. Standard & Poor's report specifically cited "very strong management, with strong financial policies and practices" as a critical component of their rating.
- The Accounts and Audits Division completed the FY 2018 Comprehensive Annual Financial Report. The City was awarded the Certificate of Achievement for Excellence in Financial Reporting for the FY 2017 Comprehensive Annual Financial Report. This award has been received for the last 39 consecutive fiscal periods.
- During FY 2019, Payroll has issued approximately 105,000 payments over the first 18 pay periods of the year. The year end results reflect an error rate of only .0007%.
- Accounts and Audits coordinated the City's annual audit process with the Ohio State Auditor and received a clean unmodified audit opinion with minimal Management Letter Comments.
- The Income Tax Division continued to improve the tax collection process by concentrating on discovery of new taxpayers and increased compliance.
- The Voluntary Compliance Program team reallocated resources to programs that have been overlooked for a few years.
- In an effort to enforce tax laws, the State Tape Project was enhanced. Letters were issued to new residents of Cincinnati based on data obtained from the Ohio Department of Taxation.
- Income Tax Non-Filing Program first and second notices were issued to taxpayers with an active account that may have not filed a return in 2015 and 2016.
- The Income Tax assessment process was streamlined, eliminating the manual effort required to complete the state mandated certified mail requirement.

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- The compliance by legal action referral process was streamlined generating additional collections and referrals.
- Purchasing posted approximately 300 unique procurement solicitations to the City's Open Data Cincinnati site to date in FY 2019. In addition, Purchasing's Open Data portals remain some of the most actively viewed datasets, receiving more than 230,000 views.
- Purchasing worked with Greater Cincinnati Water Works to streamline a procurement process for the Lead Service Line Replacement Program (LSLRP), issuing over 60 purchase orders for work to date.
- Printing and Stores maintained turnaround times and volume above industry standards despite an increase in requisitions and a decrease in staffing levels. 4,912 requisitions and 323,902 pieces of outgoing mail have been processed in FY 2019 to date.
- Due to an RFP issued in FY18, Voya was put in place as the City's new Life Insurance, Long Term Disability, Accident and Critical Illness carrier. This change from the prior carrier not only led to a \$96,690 savings on the City-paid Basic Life Insurance premiums, but it also led to employee-paid premium savings of over \$490,000.
- The Life and Long-Term Disability RFP was leveraged to require the new vendor to provide an online benefit enrollment platform to the City at no cost. Voya committed to providing the CoCBenefits.com enrollment site, at an annual value of \$240,000, at no cost to the City. Coc-Benefits.com was used for open enrollment in October of 2018 and assisted with significant advances in the City being able to track and report on numerous data points related to benefits enrollment and eligibility.
- The City issued a Medical RFP in December 2018 requesting bids for medical, pharmacy, city physician services, bundled medical services, and HRA, HSA, FSA, and COBRA Administration services. The contracts, when awarded, are anticipated to save the City over \$1 million annually.
- The City of Cincinnati was named one of the top 100 Healthiest Employers in Greater Cincinnati by the Cincinnati Business Courier. In addition, the City was recognized by the Health Business Council of Ohio as a Silver Award winner, and by the American Heart Association as a silver-level health achievement workplace.
- The Finance Department completed three financings needed to fund the approved FY19 Capital Improvement Program, which includes funding for the Capital Acceleration Program.
- \$35.9 million in General Obligation Tax-Exempt Improvement Bonds were sold competitively, which resulted in an aggregate all-in true interest cost of 3.23%.
- \$10.25 million in Economic Development Revenue Bonds were sold through a negotiated sale, resulting in an all-in true interest cost of 3.97%.
- \$9.1 million as planned in the Capital Acceleration Program was financed as a Bond Anticipation Note through a competitive Request for Proposal process, resulting in an all-in true interest cost of 2.40%.



- The Treasury Division of Finance helped create a universal portal for approximately 15 City agencies. Each agency is now able to submit separate FEMA grant applications to apply for reimbursement for expenditures that were incurred during the floods of February 2018. Agencies now can utilize the portal, choose only the necessary information needed specific to their individual projects, and submit a completed application to FEMA.
- The Finance Department managed the investment of approximately \$982 million of idle cash resources generating interest income of more than \$11 million in a rising interest rate environment. The General Fund earns approximately 28% of interest income.

Fire

- Coordinated activation of the Emergency Operations Center (EOC) for a total of 9 events including the 2018 flood.
- Conducted three after-action response meetings with city departments to improve future response.
- Continued to revise the city of Cincinnati Emergency Operation Plan (EOP) including 15 emergency support function annexes.
- Continued to work on a fire hydrant database that will reduce the time needed for hydrant service and repair.
- Conducted over 30 Stop the Bleed classes for fire companies, schools, private companies, and other government agencies.
- Facilitated 10 CPR classes for schools and private businesses.
- Conducted 70 polygraphs for potential fire and police candidates.
- Performed 20 vulnerability assessments for local business and government agencies in conjunction with the Cincinnati Police and Hamilton County Sheriff.
- Completed Fire Officer Training, Fire Apparatus Operator (FAO) Training, and mandatory AR 25 Training.
- Completed the State Fire Inspector Update.
- Developed a hood exchange program.
- Began developing new "Active Shooter" procedures and issued all members ballistic vests.
- Began distributing Heroin Assistance cards.
- Purchased 44 new LifePak 15 monitors, 16 Lund University Cardiopulmonary Assist System (LUCAS) devices, and 16 McGrath video laryngoscopes.
- Purchased new Safety Pad hardware and software.

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- Evaluated the LUCAS automated CPR device.
- Managed two separate Quick Response Teams (QRTs) with Talbert House and CPD.
- Expanded the "Stop-the-Bleed" campaign.
- Paired all Cincinnati Public Schools with a fire company in the Rotary Vocational Day.
- Received, outfitted, and placed the new Fire Boat 3 in service.
- Trained 27 members to Fire Boat Crew Certification standards and 15 members to Fire Boat Operator Certification standards.
- Awarded Port Security Grant to replace Zodiac 9, Water Rescue Equipment, purchase Global Positioning System (GPS) system for Search and Rescue Operations, and equipment to repair and expand AIS capabilities on the Ohio River.
- Received Assistance for Firefighters Grant (AFG) for LifePak 15 monitors
- In 2018, the Fire Investigation Unit responded to a total of 421 incidents. In 2018 Environmental Crimes responded to a total of 114 incidents.
- Held 160 Public Education Events
- Inspected 65 tanks of different types for a total of \$13,681.35 in revenue
- Trained two Fire Cadet classes (summer and winter) for a total of 48 Cadets exposing youth to the Fire Service.
- Finished the AFG for Officer and FAO training, improving the leadership of our company officers.
- Successfully mediated 8 cases; zero of which result in arbitration.
- Worked with City HR for two promotional tests, Captain and Fire Apparatus Operator (FAO).
- Helped create the Women's Employee Resource Group (ERG) to improve the working environment for all protected characteristics.
- Revised Still and One-alarm response criteria.
- Conducted SWP Conferences.
- Developed and implemented the Forcible Entry Forms.
- Reduced the open National Fire Incident Reporting System (NFIRS) reports from 500 to less than 100.
- Instituted the overtime (OT) text message system.



- Completed Unit Based Company Inspections.
- Revised the Fire Response Storm Plan with EMD.
- Implemented new accountability tags to the District Vehicle.
- Revised Extra Alarm Report F-46.

Health Department

- Improved the City's digital engagement by increasing followers on Facebook by 69%, Twitter by 24%, and Instagram by 144%.
- Through the advocacy of the Health Promotion and Worksite Wellness Program and the Creating Healthy Communities Coalition, City Council passed a Tobacco 21 ordinance on December 12, 2018. The Tobacco 21 ordinance raises the minimum legal sale age of tobacco, including e-cigarettes, and tobacco products to 21 years in the City of Cincinnati.
- The active living subcommittee along with residents and stakeholders have been exploring how to make improvements in the area of pedestrian safety in priority communities.
- Creating Healthy Communities Coalition-Cincinnati Health Department was able to establish work teams in priority communities to create plans around pedestrian safety and transit improvement. The work teams were able to identify problems that should be addressed such as metro bus schedule readability, accessibility to community recreation centers, jobs and health care facilities.
- At its November 2018 meeting, the Cincinnati Recreation Commission (CRC) Board of Commissioners approved a new Breastfeeding Support Policy, which includes the creation of a designated breastfeeding/lactation space at each of its 23 locations.
- Recommended breastfeeding/lactation room specifications were provided to the CRC renovation architect, along with a recommendation to conduct focus groups in the community regarding the room layouts, interior design/lighting, and included amenities.
- The Evaluation Subcommittee of the Creating Healthy Communities Coalition created a Disability and Diversity Inclusion Statement.
- The Technical Environmental Services program was awarded a \$14,240 Mosquito Control Grant from the Ohio Environmental Protection Agency in 2018. These funds will be used to help pay for mosquito surveillance, larval control, and public education efforts to combat West Nile Virus and Zika mosquito-borne disease.
- The Food program conducted nearly 8,000 food safety inspections, re-inspections, and complaint investigations at Cincinnati restaurants and food stores and completed 226 plan reviews for new facilities.
- The Food Safety Program performed its first commissioner-authorized food facility license renovation, per a resolution initiated by the Environmental Health Director in 2017.

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- The Environmental Waste Unit office conducted over 2,148 inspections/re-inspections to enforce the removal of unlicensed junk vehicles from private residential property in 2018.
- Conducted home visits of children with lead of 5-9 ug/dL (approximately 110 kids/year) and those greater than 10 ug/dL (approximately 65 kids/year) and above; and providing case management.
- Collaborated with the Greater Cincinnati Water Works (GCWW) in providing additional funding to replace the lead in pipes through the Department of Housing and Urban Development (HUD) grant.
- Received two grants for \$10,000 each from the Ohio Department of Health for social media outreach.
- The Healthy Homes office licensed 5 new hotels in 2018; an increase over the previous year's record amount of 4 new licensed hotels.
- The Healthy Homes office entered into a new contract with the Ohio Department of Commerce, Division of Industrial Compliance to conduct environmental inspections.
- The Family Health Division received funding for the Title X Reproductive Health and Wellness Program (\$600,000) to implement preventative health services in health centers.
- Awarded the Cribs for Kids grant in a competitive selection process and have expanded the program to include several community partners (\$59,000) and an additional \$5,000 to implement breast feeding support for the creation of breastfeeding policies for community partners.
- Awarded a Health Resources and Services Administration (HRSA) grant (\$280,000) to implement medication assisted treatment in the CHD health centers.
- 13 School Based Health Centers serving 14 schools provided:
 - Wellness and primary medical care for 9,970 students receiving 32,590 well and ill visits, including 10,180 vaccinations;
 - Vision care visits for 3,849 students, dispensing glasses for 2,653 students; and
 - Dental care for 9,963 patients seen and 19,668 visits
- The School Health Nursing Program achieved immunization compliance of 91.64% for all Cincinnati Public Schools (CPS) students and conducted control tests for 3,331 students with asthma to assist/confirm that 82% are well-controlled with medication.
- Vision services were expanded for Pre-K Early Learning students ages 3-5.
- Oyler Vision Center rolled out EPIC module for vision services, automating processes and improving efficiency



- Oyler Vision Center was awarded the Healthy Eyes Healthy Children grant of \$5,000 from the Ohio Optometric Association.
- The Academy of World Languages (AWL) Vision Center was awarded a grant of \$303,000 from OneSight for equipment and first year, startup costs.
- Dental staff served 19,573 patients with 46,010 visits.
- A four-chair dental center was opened in October 2018 at the Academy of World Languages School in Evanston. This new school-based center will serve 2000 children and community patients each year. These children would otherwise not have access to dental care.
- Four CHD dentists presented at a national school-based health conference highlighting the collaborative work the medical and dental staff are accomplishing in the school-based health center setting.
- A City of Cincinnati specific data profile was included for the release of the 2019 Regional Community Health Needs Assessment (CHNA) and available for community use in the Urban Health section of the CHNA.
- City of Cincinnati data on the opioid epidemic, infant mortality and lead exposure in Cincinnati children were presented at the national 2018 American College of Epidemiology (ACE) conference in Cincinnati, Ohio.
- Conducted case and contact investigations for 1,873 verified cases of mandated reportable diseases, including 93 confirmed cases of hepatitis A.
- Investigated and halted 20 outbreaks.
- Activated the Health Department's Emergency Response Plan to coordinate CHD's response to the newly identified hepatitis A outbreak in the city.
- Held 25 clinics to vaccinate over 250 contacts of known cases and 24 clinics to vaccinate 300 individuals at high risk of exposure and illness.

Human Resources

- Human Resources completed the review of Administrative Regulation 25 (Non-Discrimination and Sexual Harassment) and through the Talent Development Campus, oversaw the training of 5,848 city employees on the revised Administrative Regulation 25. Other training numbers include: over 2,000 employees trained in Active Shooter Awareness, over 300 employees in the HR Leadership Series, 62 trained in Corrective Action, and over 300 employees were trained in New Employee Orientation, among other training conducted throughout the year.
- Human Resources, Employee Services also trained over 30 new Hearing Officers to conduct Pre-Disciplinary Hearings across the city.
- Human Resources, Employee Services negotiated a one-year contract with the Building Trades bargaining unit and has begun negotiations for successor collective bargaining agree-



ments with all the other city unions, beginning with the International Association of Fire Fighters (IAFF) bargaining units.

- Human Resources began using the City's Service Now Work Order system to track all requests for service for Cincinnati Human Resources Information System (CHRIS), Board-Docs, NEOGOV, and all other Information Technology (IT) Support. In 2018, 1,076 work orders were received and 1,022 or 95% were closed complete.
- Human Resources received over 659 requisitions and filled 445 of them. There were 407 job postings, 25,462 applications received and reviewed, and 47 exams administered.
- The vacancy fill rate increased slightly from the previous year's average of 67 days to 77 days.

Law Department

- Drafted and transmitted 342 ordinances and resolutions, not including associated B-versions and floor amendments.
- Issued 154 written legal opinions.
- Coordinated responses to 177 public records requests involving searches of City employee email accounts.
- Processed 1,293 requests for legal services.
- Total collections for FY 2019 is on track to exceed \$3 million goal, which has been exceeded for the past 2 years and represents a consistent 200% increase from FY 2016 due in large part to improved staffing.
- Collections had some remarkable large settlement payments, including a \$94,500 settlement payment in November 2018 from Nationstar and \$117,875 in three settlement payments in 2018 from Citi.
- Implemented a new collection software system, CSS Impact, which has allowed the Collections Division to streamline its daily processes, including case planning and referrals to outside counsel, and allows Collections to run instantaneous financial analyses and conduct internal and external audits.
- The Collections Division and its outside counsel consistently recover debt at a rate higher than the national average.
- Quality of Life ("QoL") has been deeply engaged with Cincinnati Metropolitan Housing Authority (CMHA), with the goal of reducing the outstanding code violations at CMHA properties City-wide. Through monthly meetings, intensive research, and ongoing discussions, CMHA code violations have been reduced by 95%.
- Through increased staff focused on chronic nuisance enforcement, QoL has been able to increase the quality of cases related to illegal liquor operations/sales; illegal night clubs; and prostitution and human trafficking.



- Nuisance litigation in the Mt. Auburn neighborhood related to the gateway flatiron building directly resulted in plans for a large-scale development of this and adjacent properties, which has already reduced blight and will likely result in reactivation of this key corner in the neighborhood's business district.
- QoL has taken on criminal prosecution of housing court violations and all work related to liquor licenses/objections, which has resulted in streamlined processes for both and more nuanced cases/objections.
- CPD referrals have resulted in the closure of notorious drug-houses and with increased staff, more cases are being brought than ever before.
- Preserved 31 low-income affordable rental housing units through PE Jacon litigation and mediation with HUD and local affordable housing developers.
- Appointed receiver in contested action to abate nuisance conditions at 99-unit rental property in Mt. Airy; capital repairs include new roofing, new boiler/heating systems, and remediation of black mold and water damage; this action preserved these low- to mid-income housing units.
- Following successful litigation with two large-scale land installment contract purveyors, QoL attorneys worked closely with community members and council in drafting enacted consumer protection legislation.
- In coordination with CPD's PIVOT strategy, Law has initiated enforcement involving 12 properties in the last year.
- Through CMHA and other affordable housing providers, QoL attorneys have engaged residents' councils at several complexes to ensure they are aware of City services and know how to obtain legal representation. In addition, through the Buildings and Police Departments, QoL staffs both landlord and tenant training programs across the City throughout the year as part of the effort to ensure residents have safe and healthy homes.
- Nuisance litigation with Downtown Property Management resulted in owner's expenditure of \$1M in improvements to rental properties on Hawaiian Terrace in Mt. Airy.
- Judgments awarded, settlement agreements, and/or recovery of over \$1.3M in nuisance litigation, including:
 - \$117,276.77 judgment entered against Defendant 2414 Morgan Development, LLC;
 - \$578,801.23 judgment entered against a notorious slumlord in Sedamsville;
 - \$117,051.94 judgment entered against out-of-state landlord/owners of severely nuisance properties in Avondale and Camp Washington;
 - \$193,896.45 judgment entered against long-time owners of nuisance properties in the North and South Fairmount neighborhoods;

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- \$100,000.00 settlement agreement entered for recovery of fines related to 12 nuisance properties, including abatement of said nuisances;
- \$60,000.00 settlement agreement regarding crime and housing conditions for rental properties on Hawaiian Terrace, which includes payment for surveillance equipment on site for CPD use;
- \$56,967.08 recovered from sale of long-time vacant nuisance property in Walnut Hills that is soon to come on line as residential housing; and
- \$40,000.00 recovered for GCWW in Mt. Airy nuisance litigation.
- Structured transaction, drafted and negotiated multiple necessary agreements and related documents to create a loan loss reserve program, Cincinnati Access Fund, with a particular emphasis on minority-owned and women-owned businesses that do not have readily available access to capital. The City invested \$2 million in this program.
- Structured transaction, drafted and negotiated multiple necessary agreements to facilitate the \$100+ million mixed-use project that will begin development of the "Innovation Corridor" in Avondale, Corryville, and Walnut Hills.
- Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$117+ million mixed-use project at 4th and Race that will result in development of approximately 264 apartments, a 584-space parking garage, and 22,000 square feet of retail and commercial space in the City's urban core.
- Structured transaction, drafted and negotiated multiple necessary agreements to facilitate \$250 million FC Cincinnati Stadium project in the West End, including facilitating a property exchange between FC Cincinnati and the Board of Education of the City School District of the City of Cincinnati.
- Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$16+ million hotel project at 3rd and Main that will result in redevelopment of three vacant historic buildings into an approximately 61,500 square foot, 100-room hotel in the City's urban core.
- Structured transaction, drafted and negotiated multiple necessary agreements to facilitate a \$40+ million mixed-use project at 12th and Sycamore that will result in development of a surface parking lot into approximately 148 apartments, a 134-space parking garage, and 6,960 square feet of retail and commercial space in Pendleton.
- Structured transaction, drafted (amended) and negotiated multiple necessary agreements, to facilitate \$29+ million mixed-use project including 106 apartments, 5,000 square feet of new construction retail space, and 13,500 square feet of new construction commercial/office space, retail facade improvements, and renovation of the City's Braxton Cann Health Clinic that will revitalize the main intersection in the Madisonville Neighborhood Business District.
- Reviewed and approved at least 121 dismissals and suspensions of employees.



- Resolved at least 20 administrative charges of discrimination filed by the EEOC and/or OCRC with a total payout of less than \$10,000.
- Successfully argued for dismissal of a federal discrimination lawsuit which resulted in a decision in favor of the City, with a \$0 payout (Prophett v. City - Fire).
- Successfully argued for dismissal of a federal discrimination lawsuit, resulting in a low-dollar settlement (\$7,000) on appeal (Dunaway v. City - Police).
- Successfully argued for defense decision on summary judgment in a federal discrimination lawsuit resulting in \$0 payout - potential exposure closer to \$200K - \$300K (Police).
- City attorneys have moved for dismissal in several cases which either resulted in the Judge completely dismissing the case or the Plaintiff voluntarily dismissing the case, all with a \$0 payout.
- Aggressively mitigated City's payout of attorneys' fees including in City v. Greenacres: Greenacres moved for \$869,324 in attorneys' fees but trial court awarded \$32,074 (this is currently on appeal to First District).
- Law has continued to pursue a resolution to the expiration of the 1968 Agreement between the County and the City so that the community's sewer assets are operated and managed in the most effective and efficient manner. The litigation between the County and the City is currently pending in the United States Court of Appeals for the Sixth Circuit, where the City is seeking to reverse a federal district court decision that extended the 1968 Agreement indefinitely, and in the federal district court to prevent the County from usurping the City's role as sole operator and manager of the Metropolitan Sewer District (MSD). In addition, Law continues to manage the City's legal compliance with the MSD Consent Decree obligations.
- Prosecuted approximately 44,000 cases during calendar year 2018 - an approximate increase of 9.3% from calendar year 2017.
- Secured approximately \$283,378 in court-ordered restitution for victims of misdemeanor crimes in calendar year 2018.
- Had a conviction rate of over 90% for OVI cases in calendar year 2018.
- Handled a total of two vehicular homicide/manslaughter cases in calendar year 2018.
- Actively handled 28 additional new appeals to the First District Court of Appeals during calendar year 2018.
- Diverted 160 non-violent individuals from obtaining criminal records in calendar year 2018 through Prosecution Diversion program.
- Secured approximately \$23,000 in restitution for crime victims through Prosecution Diversion program.
- Worked with Ohio Justice and Policy Center to facilitate three Safe-Harbor Expungements in FY19.

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- Developed an internal notification system to ensure crime victims receive mandated legal rights notices pursuant to state legislation, which passed in 2018 (Marsy's Law) and local court rules established in 2018.
- Proactively contacted at least 3,500 victims of Domestic Violence and other violent offenses, successfully contacted nearly 1,000 and of this number nearly 200 appeared in court through implementing victim advocate resources as part of DV Initiative in collaboration with CPD and other community organizations.
- Handled 19,410 body-worn camera videos, which amounted to 5,128 hours of footage to review during calendar year 2018.
- The Office of Administrative Hearings (OAH) is on target to conduct over 1,800 administrative hearings and review over 900 mitigation requests in this fiscal year.
- OAH implemented new interim summaries and more detailed final decisions to assist departments and citizens in abating nuisance properties, code violations, and other housing issues.
- OAH collaborated with other departments to address additional types of violations including improper tethering of dogs, duty of care for dogs, and conflict parking violations.
- Administrative Hearing Fees are now assessed on building code, health code, litter, tall grass and other code violations to help recoup OAH costs.
- The Law Department has provided great value added towards the development and implementation of the Lead Service Line Replacement Program. Following the very public health crises of lead in water in Flint, Pittsburgh, Newark and Sebring, the City administration and council unanimously determined to proactively eliminate lead service lines in the GCWW distribution system. This has included amending the Cincinnati Municipal Code (CMC) to add provisions to prohibit lead service lines and developing contracts and processes to assist private property owners to finance lead service line replacement by spreading payments over time as a property assessment. Law supported the development of a program to help low income property owners with replacement costs, help make replacement costs more affordable to Cincinnati property owners through assessment financing, and to expand financing options for GCWW customers that are residents of other municipalities and townships through cooperation with those governments.
- Amid the increasing reports of cyberattacks on local governments, Law assisted in the negotiation of contractual language and purchase of cyberinsurance to protect from and address risk of loss as to information associated with Greater Cincinnati Water Works customer accounts and critical infrastructure information.
- Law supported the City in multiple aspects related to stabilizing the hillside above Riverside Drive. This included assisting the administration with emergency procurement and negotiation of design-build contracts in the value of \$20 million that enabled construction of retaining walls to protect water, sewer, and energy utility infrastructure. The area 1 and area 2 projects were each substantially completed in 6-9 months.
- Processed 137 title requests.



- Closed on 13 purchases of property.
- Closed on 45 sales of property, up 47 % from prior year.
- Contracted or performed 91 acquisition related appraisals, up 51 % from the prior year.
- Completed 58 appraisals and reviews including sales and leases.
- 117 Revocable Street Privileges (RSP) applications were processed.
- 77 RSPs were executed.
- 125 Coordinated reports were processed.
- 347 requests for recording documents were fulfilled, up 25% from the prior year.
- Approximately 73 Ordinances were prepared.
- Provided seven Site Title Opinions for the Greater Cincinnati Water Works (GCWW) & MSD.

Cincinnati Parks Department

- The Ohio River rose above flood stage three times during the winter months in January and February 2019. The Cincinnati Parks Waterfront, Central and East district teams evacuated equipment, supplies, and offices before the water crested. They also built flood walls and filled and piled sandbags to keep the waters from flooding the Rowing Center, stair column and parking garages.
- Staff responded swiftly to multiple storm events during the months of November, January, and February. This included ice storms, rain storms, and snow storms, resulting in trees and branches down, floodwaters, and snow/ice on roads and sidewalks. Staff steadfastly cleared roads, parking lots, and sidewalks of trees, storm drains, and treated and plowed sidewalks.
- The Park Board's Smale Riverfront Parks (SRP) team was presented an Ohio Parks and Recreation Association award in the conservation category. The system of gardens and trees installed in SRP was highlighted for its native diversity and its habitat for birds. It was also recognized as a level 2 arboretum for its diversity of trees.
- An emphasis has been placed on activating community parks spaces. Partnerships have been formed and Parks is working with a variety of community groups to help produce family friendly community events and activities within parks. This has included reviewing and making improvements to the reservation fee structures and policies at community and riverfront parks to promote usage.
- Sawyer Point will be home for a new series of summer long concerts and other themed events throughout the summer which will fill the riverfront with family fun and music. To encourage healthy food availability, and to bring the community together, Farmers Market vendors are being organized for a spring start at several parks through partnership with Cincinnati Parks including the Castellini Esplanade at Smale Riverfront Park, Northside, Stanbery, Sayler Park and Hyde Park Square.

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- The website has been redesigned to make it easier for the public to reserve a facility, volunteer, gather information or request a service on a computer or a mobile device. The site has also been modified to be better accessible to those with disabilities and an action plan developed to ensure this remains so for the future. The outreach efforts of the department to share information about park spaces, program, events and services have been diversified to better ensure all segments of the City's population are made aware of what is available.
- Cincinnati Parks accounts now have over 57,000 followers and receive 18,000 engagements a month. Twitter has over 32,000 followers and Instagram over 13,000, an 84% increase. This has helped lead to among other things, enhanced ticket sales for various revenue producing events such as Krohn Conservatory's Botany and Brews, up 275% over last year.
- A new inventory and tracking system was established at the Sinton Avenue warehouse where maintenance and cleaning supplies, equipment and tools are stored to increase efficiencies and accountability.
- Volunteerism was alive and well in Cincinnati Parks as groups from all ages, backgrounds and affiliations worked to mulch, remove harmful invasive species, install gardens, plant trees and more. Cincinnati Parks is on pace to exceed the 59,801 volunteer hours logged in FY19 and valued at \$1.49 Million.
- Krohn Conservatory attendance and revenue has continued climb. Overall, CY 2018 showed a 15% increase in attendance and the Krohn butterfly shows continue to receive international recognition. Staff designed and implemented new events to attract adult audiences looking for educational and entertaining evening things to do including the All Hallows Eve, Krohn Grown Ups, Botany and Brews and Love in Your Backyard.
- At the neighborhood's request, new play equipment was installed to replace the outdated play structure in Lower Fairview.
- Park staff has been working with the surrounding neighborhood organizations, residents and stakeholders of Burnet Woods to enhance a park advisory council structure and to follow-up on key park improvement issues raised at community conversations. Also, the Parks Foundation has kicked off a fundraising campaign and a lead donor has come forward.
- The Park Board worked with the Camping & Education Foundation to develop a joint program to operate an Urban Wilderness Center focused on youth training and nature education.
- A new playground was installed, and a formerly closed trail and stairway was renovated and reopened at the Bellevue Park to provide new access to the park from a part of the neighborhood which only had indirect access previously.
- A concept plan for re-landscaping the Mt. Storm Park was developed, and the plan and its implementation were privately funded.
- By working with the community, first phase improvements were completed (shelter, walking loop, drinking fountain and parking) and the second phase of improvements are underway at the Inwood Park.



- The addition of a new garden at the Vietnam Memorial was completed and supported with private funding in Eden Park.
- A concept plan was developed for Tom Jones Commons to create new walkways, landscaping, picnic areas and play areas to be accomplished in Eden Park thanks to private funding.
- To address heavy erosion issues near the Mirror Lake Gazebo staff re-established the hillside with soil, sod, and rock and opened the view into Mirror Lake from Eden Park Drive.
- Staff designed and executed a renovation plan for the Galbraith Memorial at Twin Lakes in Eden Park.
- The aging playground at Valley Park was replaced.
- At the Smale Riverfront Park, new gardens and trees were installed on mounded areas west of the Roebling Bridge. Volunteers helped staff plant trees, shrubs, and perennials to beautify the area and add diversity.
- Parks worked with the community council, residents, stakeholders and the redevelopment corporation on trail development, streambank restoration and invasive removals and applied for a State grant to construct trails and restore Little Duck Creek in Bramble Park.
- The "Go Vibrant" organization, working with Parks, the community and Artworks, painted a series of "activation" features in the park. These include a novel "hopscotch/twister" feature next to the playground, and dance steps near the overlook at Fleischmann Garden.
- The Westwood Town Hall Park renovation and expansion was completed including a new community plaza across the street from the park.
- As a result of a community initiative, the State granted Parks \$352,000 for a new pavilion in Stanbery Park. Design for the new pavilion is underway.
- A contract was executed with a Construction Manager to build the new boat dock at the Smale Riverfront Park and the project proceeds with completion expected by June 2020.
- Thanks to a donation from an adjacent property owner, a series of trail improvements were carried out in the French Park with the work being done by the newly reestablished Park Trail Crew. The Trail Crew also worked to restore trails in several other parks.
- The Showboat Majestic sold for \$110,000 and will be restored and used as a theater in Manchester, Ohio.
- Thanks to a State grant and private funding, the Ault Commons project was completed. The project consists of a new walking loop, landscape, seating, a series of exercise equipment stations, and an accessible woodland walk.
- The reconstruction of Lytle Park was underway at year-end. The project to renovate the park was funded by Western Southern and the Ohio Department of Transportation (ODOT), coming after years of community-based planning and design. The renovated park will include a

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new fountain and running path, a playground, new landscape and walkways, and new lighting and utilities.

- The mountain bike/mixed-use trail project in the Mt. Airy Forest was carried out by volunteers working with the Cincinnati Off-Road Alliance (CORA). This is the park system's first mixed-use mountain bike trail.

Cincinnati Police Department (CPD)

- The Cincinnati Police Department Body Worn Camera (BWC) program concluded its second full year of deployment in 2018. In December of 2018, CPD officers recorded the Department's 1,000,000th BWC video. CPD officers have recorded 169,288 hours of BWC videos from initial deployment through 2018, which utilized approximately 303 terabytes of cloud storage. The Department anticipates deployment of the next generation Axon Body 3 BWC during the 3rd quarter of 2019 at no cost to the City.
- The Department continued to proactively train the Civil Disturbance Response Team (CDRT) to maximize public safety.
- The Cincinnati Police Department's Collaborative Agreement Compliance Unit added a Compliance Agreement Sustainability Manager to coordinate with partners and organizations.
- The Department's Community Relations Squad continues to work in partnership with a variety of community stakeholders to address items such as human trafficking, immigration, LGBTQ issues, and community volunteers.
- The Emergency Communications Center (ECC) has continued to make improvements which include an increase in staffing, the implementation of Smart 911, a West 911 Call System update, an update to Computer Aided Dispatch (CAD) codes to include "unknown trouble" and "ShotSpotter follow-up", implementation of Text to 911, a review of ECC IT, a review of headsets, improvements to in-car mapping capabilities, plans to integrate ShotSpotter to the current CAD system, and GPS App availability on all Mobile Data Computers (MDCs). Additionally, ECC has added a dedicated Training Manager, implemented the PowerDMS Policy Management System, and maintenance of average call times that exceed national standards.
- Federal Bureau of Investigation (FBI) Task Force - In June of 2018, as a result of the Cincinnati Police Department working in conjunction with the FBI, a federal grand jury charged 11 individuals in a fentanyl, ketamine, cocaine, heroin, and money-laundering conspiracy. The indictment also involves allegations of operating drug involved premises, wire fraud and structuring, through a 20-count superseding indictment. Sixteen homes, valued at approximately \$1.2 million, were named in the indictment as properties potentially purchased with drug proceeds or through other illicit means, including homes in Cincinnati, Fairfield and West Chester, Ohio.
- In 2018, the Cincinnati Police Department installed sling mounts and slings on the Department's 375 shotguns. Each department member was instructed in their use and received hands on training on how to operate the shotgun with the sling. Officers were trained on transition drills from Pistol to Shotgun and back to pistol.



- The Intelligence Unit has embraced the concept of a multidisciplinary response to combating crime and violence in Cincinnati communities. All squads participate in this comprehensive enforcement approach which include federal (FBI, Bureau of Alcohol, Tobacco, and Firearms (ATF), US Attorney) and local (Cincinnati Police, Hamilton County Sheriff's Office, Bureau of Criminal Investigation (BCI), Adult Parole and Probation) participant partners, providing an organized system of intelligence sharing and coordinated operations amongst several agencies. Some of the highlights from 2018 include:
- The Real Time Crime Center monitored 295 events, fulfilled 1,828 camera requests and 956 records requests. They published 59 awareness/safety bulletins, conducted 131 person-of-interest summaries, and assisted with 128 outside agency requests for assistance.
- The Homeland Security Squad conducted 30 risk assessments, produced 342 awareness/safety bulletins and fulfilled 650 requests for information. The FBI Joint Terrorism Task Force monitored 13 events and conducted 25 investigations.
- The Ohio Attorney General Organized Crime Investigations Commission Task Force (OCIC) focused on impacting violent crime locally by reviewing regional homicide "cold cases". OCIC made 12 arrests in 2018, executed 41 search warrants, seized 21 firearms and 6,811 grams of marijuana.
- The Investigative Support Squad (ISS) provided support via technology and surveillance for districts/sections/units. In 2018, ISS participated in 10 dignitary protection details, assisted with 1,224 electronic court orders/search warrants and reviewed 629 Project Disarm cases.
- The ATF Violent Crime Task Force focused on impacting violent crime locally by identifying, arresting and prosecuting armed violent offenders and those persons trafficking or possessing firearms illegally. In 2018 the ATF Violent Crime Task Force made 45 arrests, seized 116 firearms, executed 15 search warrants, processed 1,832 crime scenes for National Integrated Ballistic Information Network (NIBIN) evidence, and generated 349 NIBIN leads.
- All squads associated with the Intelligence Unit took an active role during the Fountain Square/Fifth Third Bank critical incident, from initial response through coordination of federal resources and follow up investigations.
- Since the Summer of 2018, the Financial Crimes Squad has been aggressively promoting an information campaign regarding elderly fraud abuse. This campaign has used both traditional and non-traditional methods to include media and radio, Facebook Live, media telethons, and information dissemination through the Meals on Wheels program. In conjunction with this information campaign, Financial Crimes personnel have collaborated with the Better Business Bureau, Council on Aging, and the Federal Trade Commission. At the end of 2017, the Financial Crimes Squad investigated a total of 58 cases. At the end of 2018, the Financial Crimes Squad investigated a total of 32 cases.
- The Department's Military Liaison Group (MLG) has grown to include the Cincinnati Fire Department, The Hamilton County Sheriff's Department, Green Township Police Department, Tri-State Veterans Community Alliance, and the Easter Seals Veterans program.
- The Cincinnati Police Department created the Mountain Bike Squad to respond quickly to rapidly evolving incidents.



- The Cincinnati Narcotics Unit and the Drug Enforcement Administration (DEA) targeted a drug trafficking organization responsible for shipping kilogram amounts of illicit narcotics from California and Mexico into the Greater Cincinnati area. On September 17th, 2018, with assistance from the DEA, the Ohio State Patrol, and the Cincinnati Special Weapons and Tactics (SWAT) Team, the Cincinnati Narcotics Unit executed multiple search warrants resulting in the arrests of six individuals for their involvement in the aforementioned DTO. On October 1st officers executed a second round of warrants resulting in the arrest of four individuals for their involvement in this same drug trafficking organization. The arrests, along with the recovered illegal narcotics, are significant considering the fatal / nonfatal overdoses that continue to plague this area. The lab results confirmed that a large portion of the recovered narcotics were a deadly mixture containing a variety of fentanyl, heroin, cocaine, valeryl fentanyl and tramadol. Members of this organization will be prosecuted in the Southern District of Ohio. The estimated street value of the narcotics recovered is approximately \$1 million.
- The Department has fully embraced the National Integrated Ballistics Information Network (NIBIN). NIBIN is now being used in a Regional Capacity. The Department has trained twelve separate agencies from Kentucky and Ohio to connect crimes previously not associated. The system has already tied guns recovered in other jurisdictions with crimes committed in Cincinnati.
- The Cincinnati Police Peer Support Team made strides in addressing police wellness in an effort to improve mental health for police officers. These efforts included providing training to all sworn department members on signs, symptoms and treatment of trauma exposure; establishing a long-term critical incident response protocol; increasing information, networks and resources for mental health support; and establishing a 24/7 hotline for department members in crisis.
- The PIVOT Unit is in its third year of operation, focusing on the areas of Cincinnati where violent criminal victimization is high and sustained. The PIVOT Unit (including the Crime Analysis and Problem-Solving Squad, or CAPS) has continued project maintenance work in its first two sites (in East Westwood and Westwood) and has worked diligently to address shooting victimization in three Avondale sites. Additionally, PIVOT began work in Over-the-Rhine, and entered a planning phase for three new sites in East Price Hill. PIVOT is a complex problem-solving effort which includes traditional law enforcement and less-traditional approaches as well. In each of the initial five project sites, shootings have declined substantially, and gun violence has not returned to pre-project levels. In October of 2018, the City of Cincinnati was awarded a grant of \$999,042 from the Department of Justice, Community-Based Crime Reduction program, to implement PIVOT in East Price Hill.
- In 2018, the Cincinnati Police had an open application process to create the 109th recruit class. The process was successful in yielding great candidates to create a recruit class of 45 individuals. The applications were gathered through national magazines and internet media, along with local news media of all forms. The Police Recruiters went to countless job and career fairs, businesses, universities, radio stations and television news stations. The candidates were personally selected by Chief Eliot K. Isaac. The recruit class is 45% minority, including one American Indian. The class is set to graduate the Police Academy in July of 2019.
- After a successful first year of ShotSpotter implementation, with a 42.31% reduction in shooting victims in the coverage area and a 29.17% reduction in shooting victims overall in District



Four, the Department is engaged in expanding ShotSpotter to a three-square mile area of District Three. This expansion will cover parts of East, West and Lower Price Hill.

- Special Events processed 387 permits in 2018, including the following new events: Point Blank Movie Filming, 10 Minutes Gone Movie Filming, Heart Chase Urban Race, National Women's History Month Festival, The Homecoming, CFTA Food Truck Festival, Kale and Ale Festival, Cincinnati.com Wine & Food Experience, Vibe Queen City 5K, Oakley on Tap Beer Festival, Dewey's Dew More 5K, Boldface Park Centennial Celebration, Gold Star Chili Fest, World Cup Viewing Village, Rhinegeist Anniversary Party, Wiedemann Beer Boxing Championships, Go the Distance Children's Hospital 5K, AGAR 10th Anniversary Celebration, OTR Film Festival, Ezz Fest, Welcome to Warsaw, Margarita Madness 5K, and the Ault Park WW1 Memorial Rededication.
- The Victim's Advocate Office of the Homicide Unit was awarded the 2018 Promising Practice Award by the Ohio Attorney General's Office. At the end of 2018, 31 witnesses were currently receiving assistance, 26 community volunteers were participating in the program, 59 cases with witnesses were resolved through trial or plea and the program assisted over 30 individuals from the Fifth Third mass shooting incident.
- The Department maintains its priority mission to increase positive relations and outcomes with Cincinnati's youth through the following programs: Explorers, Summer Police Cadets, Right to Read, Resistance Education and Training, Young People of Principals and Standards, Active shooter training and school lockdown drills, a mentoring program in collaboration with the Cincinnati Youth Collaborative and the University of Cincinnati, job shadowing, Youth Summit, Outdoor Adventure Club, Swish Basketball, the "Pitch for Peace" community softball game, the First Tee Program, "Get the Groceries", Issue 15 Public Safety Academy, Camp Joy participation, and the Most Valuable Kids Program.

Department of Public Services

- Prepared and monitored the department's FY 2019 Operating Budget that totaled over \$60 million annually and consisted of ten appropriated funds.
- Revamped the subrogation process resulting in a more efficient and consistent billing and collection process.
- Prepared the 2019 - 2023 Capital Budget Request consisting of 16 projects totaling \$120.8M.
- Went Live with upgrades to the Maximo Asset Management Work System.
- Collected household waste for 94,000 homes weekly (over 72,701 tons of trash in 2018).
- Completed over 34,000 Service Requests for Bulk Items.
- Collected yard waste for approximately 70,500 homes from April 1 - January 15.
- Performed street sweeping and cleaning on over 14,000 miles.
- Collected 26,160 tires in 2018.

Operating Budget Summary

FY 2019 Accomplishments



- Removed 1,451 dead animals from street right of ways in 2018.
- 1,327 abatements and 7,054 citations issued in 2018.
- Performed greenspace maintenance at 1,200+ locations in 2018.
- Cleaned over 200 illegal dumps, including 20 encampment cleanups.
- Removed over 970 graffiti tag locations throughout the City.
- Serviced 2,200 corner cans in 52 neighborhoods.
- Collected 40 tons of litter since January 2019.
- Completed 4,289 service requests and repaired 18,552 potholes in FY19 (July 1 thru March 12).
- Completed 1,559 service requests for signs (street, stop, and faded signs) and pavement markings in FY19; painted over 1.3 million feet of lane lines in 2018.
- Completed 1,643 service requests for light and traffic signal repairs.
- 152 Traffic Engineer work orders were closed for new developments in the Greater Cincinnati area.
- Upgraded fleet by adding new pick-up trucks, Thermo walk behind paint sprayers, and new winter operations equipment.
- Completed DOTE requests for removing all loose/hazardous concrete from under decks of - 8th St. Via duct - Western Hill Viaduct - Columbia Pkwy over Heekin Ave. - Galbraith Rd. over Anthony Wayne. - Gilbert Ave. bridge. 8 occurrences completed in total.
- Updated multiple garage/yard safety requirements and installed safety non-spill/portable chemical catch basins.
- All crews were trained and are now performing their own temporary traffic control on job sites since July 2018.
- 16 Trades members completed over 2,400 work orders.
- Installed new Fire Alarm panels at Police District 1 and Fire House 32.
- Installed new roofs at Police District 2 and Fire House 32.
- Converted the old Talbert Day Center into new Police Station then relocated all the personnel into this new facility.
- Assisted CPD in the renovation of the 911 Center, coordinating furniture and other operational aspects.



- Cleaned and repainted the Westfork Garage, installed new carpet and painted the interior, garage, and installed new carpet / paint inside.
- Renovated the salt dome, installed a new tensile fabric roof system, a new salt transfer dump pit, and new conveyor.
- Completed infrastructure installation of the Keywatcher system hardware across all Neighborhood Operations Division (NOD) and Traffic and Road Operations Division (TROD) Facilities.
- Converted all Public Services buildings to swipe card access.
- Completed 5,496 service requests and repaired 31,000 potholes in 2018 (calendar year)
- Fleet Services has provided 24/7 service to city departments it serves. Emergency response vehicles are continuously available allowing Police and Fire departments to maintain service levels.
- Fleet Services has completed over 3,160 preventive maintenance services on Fleet equipment from 7/1/18 to date and is projected to complete over 4,700 PM services by fiscal year end.

Recreation

- CRC completed a business plan in collaboration with Pros Consulting, Incorporated to determine programming needs, opportunities, and future operations.
- CRC partnered with FC Cincinnati to build a mini-pitch at Lincoln Recreation Center.
- CRC partnered with the United States Tennis Association to renovate three courts at the Losantiville Recreation Area.
- CRC partnered with Project Backboard to update and transform the basketball courts at Lincoln Recreation Center into one-of-a-kind murals.
- CRC partnered with the Public Library of Hamilton County to temporarily relocate services in Price Hill Recreation Center while its Price Hill Branch is closed for building repairs.
- CRC partnered with the Literacy Network of Greater Cincinnati to place Little Free Libraries at nine recreation centers.
- CRC received funding from Cincinnati Children's Hospital and The Community Builders, Incorporated to provide programming support to the Avondale Community while Hirsch Recreation Center was being renovated.
- CRC received funding from Activities Beyond the Classroom (ABC) to provide swim lessons to Taft Elementary School kindergartners.
- CRC partnered with OneSight/Luxottica so 100 seniors could receive free eye exams and glasses.

Operating Budget Summary



FY 2019 Accomplishments

- CRC assumed responsibility for the planning and coordination of the Mayor's Youth Career Expo. This two-day event featured more than 50 vendors and targeted young people ages 14 to 24.
- Parking lot improvements totaling \$90,000 were made at the California, Neumann, and Woodland Golf Courses.

Sewers [Metropolitan Sewer District (MSD)]

- MSD was awarded the Top Prize for its "Smart Sewers" from Engaging Local Government Leaders (ELGL) and The Atlas Marketplace in a national Best Water Projects contest, which featured cutting-edge public works projects from across the U.S. related to water and wastewater infrastructure.
- MSD earned a 2018 Award for Green Infrastructure from the National Association of Flood and Stormwater Management Agencies (NAFSMA) for its Rapid Run Park bioswale, part of the Lick Run Project.

Stormwater Management Utility (SMU)

- As of 3/14/19, the Barrier Dam operated during two flood events on the Ohio River including the periods from February 10 to February 18 and February 22 to March 1. The Ohio River crested at 55.5 and 53.4 feet, respectively, during these two events. SMU/GCWW crews also installed flood gates at Carr St. and Mehring Way during the first event.
- Developed and implemented the first comprehensive flood operations and communications plan for the Stormwater Management Utility.
- Completed capital projects and performed year-round maintenance on the Barrier Dam, flood protection infrastructure, and the collection system to reduce the risk of flooding to customers and increase the reliability of the infrastructure.
- Developed and implemented the utility's Asset Hierarchy. The Asset Hierarchy is the foundational element of the utility's Asset Management Program and depicts the asset classes and sub-classes that the utility operates and maintains. It is an important component for completing updates to the asset inventory in GIS, planning and completing future condition assessments, and developing a criticality-based maintenance program, all of which are currently being developed as part of SMU's asset management program. Once the hierarchy was developed, the utility worked with CAGIS to re-structure attribute data to match the new hierarchy. Updates were sent to CAGIS throughout the year.
- Updated erosion control standards and standard drawings.
- Implemented a new collection system in Maximo and updated the Barrier Dam Maximo work order system.
- Expanded public outreach efforts by performing radio and television interviews for the Extreme Weather Task Force; by participating in meetings and presentations to the City Council, Citizens United for Action, and neighborhood councils to educate the public on the need for rate increases; and by being selected Grand Marshal of the Northside Neighborhood



4th of July Parade due to the utility's successful efforts in protecting the neighborhood from flooding.

Department of Transportation and Engineering (DOTE)

- Continuing construction on the Downtown Fiber Optic Cable Project.
- Continuing construction on Zone 9 Fiber Optic Cable Project.
- Completed Ida Street Bridge Phase II.
- Completed Boal Street Retaining Wall Reconstruction.
- Completed Brewery Heritage Trail.
- Completed Corryville Pocket Park.
- Completed Kirby Avenue Retaining Wall Extension.
- Completed Main Street OTR Streetscape Phase II.
- Completed Lookout Lane Stairway Replacement.
- Completed Access Drive Improvements Phase III.
- Coordinating Permits for Valley Conveyance Lick Run (MSD) and FC Cincinnati Stadium (Private).
- Completed annual inspections for 236 bridges.
- Completed 321 routine wall inspections, and 96 non-routine wall inspections
- Completed the bridge design for the remodeling of two bridges to accommodate a new trail along the Wasson Way corridor.
- Continued design on the following bridge projects: Western Hills Viaduct Replacement, Kennedy Avenue Bridge Replacement and the Galbraith Avenue Bridge Deck Replacement.
- Completed the load rating of 17 bridges for new Federally mandated Emergency Vehicle.
- Completed the emergency repair of a drilled pier wall along Kirby Avenue.
- Completed the stabilization of the hillside along Berkshire Lane.
- Completed the design and procurement for the Columbia Parkway Retaining Wall Remediation Project.
- Directed Public Services in the removal of landslide debris at various locations, including Sunset Avenue, Elberon Avenue and Columbia Parkway.

Operating Budget Summary

FY 2019 Accomplishments



- Directed Public Services in performing over \$100,000 of bridge, wall and hillside stairway maintenance.
- Evaluation and monitoring, review of Area 1 and Area 2 of the Riverside Drive Landslide Repair Projects, including monthly readings of 25 inclinometers.
- Issued and inspected 87,101 Right-of-Way Permits.
- Repaved an estimated 104 lane miles (LM) of street paving in CY 2018, leveraging approximately \$2,100,000 in outside grant and loan sources from the Ohio Public Works Commission (OPWC).
- Completed an estimated 98 LM of preventive maintenance surface treatments in CY 2018.
- Finalized design of the \$2.4M Wasson Way Phase 2A project.
- Finalized design of the Wasson Way Phase 2B project.
- Finalized design of the \$2.1M Auburn Ave Improvements (Phase 1 - Taft to Gilman) OPWC project.
- Finalized design of the \$1.2M Westwood Ave Improvements OPWC Safety project.
- Provided design and project management services, for several projects including: Auburn Ave - Gilman to Dorchester, Bassett Road Improvements, Ohio River Trail West, Renstar Ave Improvements, Westwood Ave Safety Improvements, ORT - Salem to Sutton, Race and Vine Streetscapes, Liberty Street Improvements, Kennedy Ave Bridge Replacement, Waldvogel Property Transfer, and the Wasson Way Trails. Provided engineering and grant writing services in support of several projects including: OPWC Cummins Street Improvements, OPWC Millsdale Ave Reconstruction, OPWC River Road Safety Improvements, OPWC Bassett Road Reconstruction, OPWC Montgomery Road Safety Project, ODNR Ohio River Trail West, and SRTS Sussex Avenue Improvements. Acted as the City's Local Public Agency to ODOT for more than 15 City-let projects primarily funded by the State and the Federal Highway Administration (FHWA).
- Acted as the City's Local Public Agency to ODOT to approve and permit more than 17 ODOT-let projects within the City limits.
- Evaluated 30 DOTE MAC proposals for the Highway Engineering Discipline and an additional 23 proposals in support of other DOTE disciplines.
- DOTE secured over \$1,277,500 in Ohio Public Works Commission Funding in the form of grants for 3 projects- Montgomery Road Safety Project, River Road Safety Improvement Project, and Bassett Road Improvements Project. The Cummins Street Project is a contingency project and will likely be funded with return funds for another \$2,660,000.
- Hamilton Ave Safety Project (\$1.1M) will be awarded ODOT Safety Grant in June 2019.
- Secured an additional \$9 million in grant funding for the Western Hills Viaduct Replacement Project.



- Acted as the City's Local Public Agency an ODOT to secure more than \$160k in reimbursements for work along federal aid routes related to flooding in 2018.
- Lunken Airport staff has been working on an Federal Aviation Administration (FAA) required Airport Layout Plan (ALP) update for several years. The Plan development was funded (90% FAA) with an FAA Grant. The ALP identifies and maps existing infrastructure and, based on an ALP driven forecasting, future facility needs. The is used to assure that both current and future development complies with FAA Design, Airspace and Safety requirements/regulations. The ALP was completed and submitted to the FAA (for review and approval) in 2018.
- Lunken Airport's primary runway, 21L/3R was rehabilitated using FAA Grant funding (90%). The \$3.8M project included paving, grooving the runway surface, precision approach painting, regrading safety areas adjacent to the runway and installation of Runway Remaining signage (internally lighted signs that indicate to the pilots how much runway is ahead of them during landings and take-offs).
- Lunken Airport hosted two Presidential visits in 2018: One visit in January and another in October.
- Lunken provided, for the third year, facilities for the annual Cincinnati Museum Center fund raising event. The event was located at Lunken Airport while the Museum was undergoing renovations.
- The Airport had 82,585 operations in 2018. An "operation" is either a take-off or a landing. This is the third highest number of operations in a year since 2005. (The highest since 2005 was in 2014 with 88,262)
- The Traffic Engineering Division (TED) completed over 500 traffic operations studies/evaluations. Over 475 work orders were developed and sent to the Department of Public Services corresponding to this work. Represents over \$250,000 in total work.
- TED completed over 100 traffic counts.
- TED completed 116 field orders and 60 work orders for traffic signal work. The work represents over \$500,000 to the Department of Public Services.
- TED completed 4 traffic signal rebuilds- including design, inspection and direction of Department of Public Services for construction.
- TED procured a new gas light maintenance contract; oversaw the expiring gas light maintenance contract and inspected/evaluated over 600 lights. The maintenance contract is over \$200,000 annually.
- TED evaluated over 170 requests for electric street lighting- includes outages, requests for new service and maintenance troubleshooting.
- TED completed street lighting design drawings for 5 projects- Galbraith Bridge, Harrison Avenue Streetscape, Kennedy Bridge, Madison Road Pedestrian Bridge, and Woodburn Avenue Streetscape.

Operating Budget Summary



FY 2019 Accomplishments

- TED completed street lighting design review for over 15 development projects- Federal Reserve, Kroger CBD Streetscape, Medpace Way, Avondale Town Center, Rookwood Drive, FC Cincinnati Stadium, etc.
- TED implemented the incandescent to LED conversion for assessed post top lights- about 500 fixtures.
- TED implemented the North College Hill Business District LED conversion.
- TED established a radar speed program and setup over 200 locations to collect field data. Data is coordinated with Police Department and SpeedStat.
- TED developed pavement making plans for the street rehabilitation program for over 100 lane miles.
- TED developed and reviewed and inspected over 150 Maintenance of Traffic Plans for design projects, special events and permits.
- TED evaluated and monitored budget/billing for electric and gas energy for the department (\$2.6 million program).
- TED implemented the Group 3 street lighting assessment.
- TED managed and designed the Dynamic Message Signage Phase 2 for the Banks. This was a \$5 million Surface Transportation Program (STP) grant funded project.
- The Sorta/Metro Oakley Transit Hub was completed in May/ June of 2018; entire project was designed by DOTE's team. The Transit Hub accommodates 5 separate bus routes, on-site parking and pedestrian access. The design includes a Park and Ride lot, customized shelters at each station, shade canopies, benches, ticket kiosk, landscaping, real-time display and lighted pylons.
- Gateways completed in 2018 were the Burnet Woods Gateway; Eighth Street Design District signage was completed in November of 2018; Wasson Way Signage was completed Summer of 2018.
- TPUD activity reduced DOTE's total property tax bill by approximately \$100,000 via waivers, parcel transfers, and revised/enforced lease agreements.
- Completed the reconfiguration of the Clifton & Glenway intersection.
- Completed Main St Streetscape and Pedestrian Safety Improvements.
- Completed Jefferson Ave Sidepath.

Water Works

- Maintained compliance with all Ohio EPA regulations concerning the operation of our water system and water quality.



- Early in FY 2019, GCWW finalized the Strategic Business Plan Update for the utility which will help guide organizational decision making and resource allocation for the next five years. Initial teams were formed and began work on selected initiatives.
- Transitioned from quarterly billing for utility services to monthly billing. Conducted TV, Radio, and Neighborhood meetings to discuss the transition to monthly billing and impacts to customers.
- Purchased the first Cybersecurity Insurance policy for GCWW.
- Finalized a new contract with Alexandria VA (AlexRenew Enterprises) to provide customer service, billing, and collections services.
- Completed the implementation of Zonar automatic vehicle location software for the Distribution Division for improved safety, efficiencies and vehicle tracking.
- Successfully reorganized Distribution divisional structure to promote cross training, enhance emergency response and to improve overall efficiency.
- Completed 11,952 repairs to non-reading water meters for residential customers.
- Completed repair of 903 water main/branch leaks and breaks through 3/15/2019.
- Conducted a dye study on the Ohio River the results of which are being used to improve source water protection and response efforts against spills in the Ohio River.
- Made improvements at the Bolton Treatment Plant, which have reduced power consumption at the facility by 30%. Work involved specification and installation of new variable frequency drives.
- Worked with the Mt. Airy community to finalize a solution that will repair and maintain the current Mt. Airy Tank structure as a historic landmark in the City of Cincinnati.
- Painted the exterior of the 2.5 Million Gallon capacity above ground water Wardall storage tank. Based on community request and input, incorporated the text "WESTWOOD" in the tank-painting project. This was a first for the GCWW.
- Completed Phase 2 of the \$19M, 2,400-foot retaining wall on Riverside Drive as part of the Riverside Drive Landslide Remediation Project.
- Created a new GCWW Leadership Program to prepare employees for future roles.
- Was recognized in the community for our involvement with Adopt-A-Class and won the best field trip award.
- GCWW employees attended 18,712 hours of training.
- Launched Paperless Billing Campaign via email communication and customer service representation promotions, increasing e-billing enrollment by 4% to date.

Operating Budget Summary

FY 2019 Accomplishments



- Completed the first seven Water Works Contract projects that included private lead service line replacements. These projects included 10.8 miles of main, 538 public side lead branch replacements, and 142 private side lead line replacements. Two GCWW Distribution Lead Service Line Crews were focused solely on lead service line replacement in the public right-of-way.
- Continued the expansion of the GCWW business intelligence program by developing data models, dashboards, and reports, including several software applications to support the Lead Service Line replacement program.



The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to its resources. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Approved FY 2020 All Funds Operating Budget includes: the General Fund; (Principal) Restricted Funds; and Other Restricted Funds.

General Fund

In governmental accounting, the General Fund is the primary operating fund. Much of the usual activities of a municipality are supported by the General Fund. The General Fund accounts for 36.3% of the total Approved FY 2020 Operating Budget. Table XXI General Fund Multi-Year Forecast FY 2020-2024, includes the FY 2018 Actual Revenues and Expenditures, the FY 2019 Actual Revenues and Expenditures, the Approved FY 2020/2021 Budget, and projected revenues and expenditures for Fiscal Years 2022, 2023 and 2024. The Approved FY 2020 Budget is structurally balanced. The Approved FY 2021 Budget is structurally balanced but requires a 1.7% across-the-board reduction. The forecast for FY 2022-2024 shows expenditures growing at a faster pace than revenues. However, each year the Administration will recommend a structurally balanced budget therefore eliminating the deficits reflected below.

Table XXI - Multi-Year General Fund Forecast FY 2020-2024

Cash Basis	FY 2018 ⁽¹⁾ Actuals	FY 2019 ⁽²⁾ Actuals	FY 2020 Approved	FY 2021 Approved	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Total Revenues ⁽³⁾	\$392,988,351	\$413,963,769	\$415,032,782	\$421,633,980	\$426,778,940	\$435,157,708	\$443,717,284
Total Expenditures ⁽⁴⁾	\$395,926,306	\$405,411,464	\$397,118,343	\$402,195,820	\$413,283,589	\$424,974,718	\$437,320,207
Revenues over Expenditures	(\$2,937,955)	\$8,552,305	\$17,914,439	\$19,438,160	\$13,495,350	\$10,182,990	\$6,397,076
Transfers							
Transfers In ⁽⁵⁾	\$3,930,193	\$1,300,000	\$121,000				
GF Reserves Transfers (net) ⁽⁶⁾	(\$177,786)	\$697,171					
Operating Transfers Out to Health Fund ⁽⁷⁾			(\$16,708,040)	(\$16,828,630)	(\$16,996,916)	(\$17,166,885)	(\$17,338,554)
Operating Transfers Out to Streetcar Operations Fund ⁽⁸⁾			(\$501,670)				
Operating Transfers Out ⁽⁹⁾	(\$1,148,239)	(\$5,699,457)	(\$2,609,232)	(\$2,608,515)	(\$2,607,272)	(\$2,423,613)	(\$2,423,238)
Total Transfers	\$2,604,168	(\$3,702,286)	(\$19,697,942)	(\$19,437,145)	(\$19,604,188)	(\$19,590,498)	(\$19,761,792)
Cancellation of Prior Year's Encumbrances	\$2,468,917	\$1,636,371					
Subtotal Fund Balance Net Increase/Decrease	\$2,135,130	\$6,486,389	(\$1,783,503)	\$1,015	(\$6,108,838)	(\$9,407,508)	(\$13,364,715)
Fund Balance at Beginning of Year	\$9,471,262	\$11,606,392	\$18,092,781	\$16,309,278	\$16,310,293	\$10,201,456	\$793,948
Fund Balance at End of Year⁽¹⁰⁾	\$11,606,392	\$18,092,781	\$16,309,278	\$16,310,293	\$10,201,456	\$793,948	(\$12,570,768)

- Actual revenues and expenditures per the Year End Report, June 30, 2018.
- Actual revenues and expenditures are unaudited as of June 30, 2019.
- FY 2022 through FY 2024 Income Tax Revenues based on forecast from University of Cincinnati Economics Center dated May 2019 and a 1.0% growth factor for other revenues.
- FY 2022 through FY 2024 Expenditures assumes a 2.0% annual increase on Safety personnel, a 1.0% increase on Non Safety personnel, a 10% increase in health care expenses, and a 1.0% increase for all other expenditures.
- FY 2019 and FY 2020 Transfers In include budgeted transfers of \$1.3 million \$121,000 respectively from capital projects funded with General Fund dollars to be used for operating purposes.
- FY 2019 General Fund Reserves include the one time use of the contingency fund in the amount of \$1,580,171 for one-time events and netted against transfers to Reserves from 2018 close-out of \$883,000.
- FY 2020-2024 Transfers Out of the General Fund to the new Cincinnati Health District Fund. New Fund created per Auditor of State due to change in Ohio Revised Code; 1% increase for 2022-2024.
- FY 2020 Transfers Out of the General Fund to the Streetcar Operations Fund (one-time only).
- FY 2019 Transfers Out of the General Fund to the Bond Retirement Fund for the Police & Fire Pension debt service of \$2.6 million. Transfer to Capital of \$1.5 million and \$1 million to Working Capital Reserve from 2018 close-out.
- See Table XXII General Fund Reserves for further explanation of fund balance.



Future budgets will require expenditure reductions or new revenue sources to remain structurally balanced. As with the prior budgets, the FY 2022-2023 Biennial Budget will be structurally balanced.

Estimated General Fund Reserves

City Council adopted a Funds Stabilization Policy via Ordinance 0253-2015 that sets the percentages of various components of the City's reserve accounts with a long-term goal to grow the reserves to two months of prior year revenues or 16.7%. The estimated reserve balance is 12.79%. This fund balance meets the minimum reserve of 10.0% that bond rating agencies expect but falls below the Funds Stabilization Policy of 16.7%.

Stabilization Funds Policy Amendment

While the City's Stabilization Funds Policy established a Government Finance Officers Association (GFOA) recommended goal of 16.7% of general operating revenues to be set aside as reserves by Fiscal Year 2020, the actual reserve funding (i.e. Fund Balance) has hovered in the 10% range during the past five years. Fund Balance is arguably the single most important financial metric to the Bond Rating Agencies and being able to show progress towards this policy goal is a critical factor for the City's credit ratings. It is reasonable to expect that a trend of decreasing fund balance will be a credit negative for the Rating Agencies and could lead to a downgrade. It is also reasonable to expect that an inability to make progress towards the City's policy could lead to negative credit pressure. Negative credit pressure - or a full downgrade - will increase the cost of funding for the city's entire capital program and decrease the City's capacity to fund capital in the future.

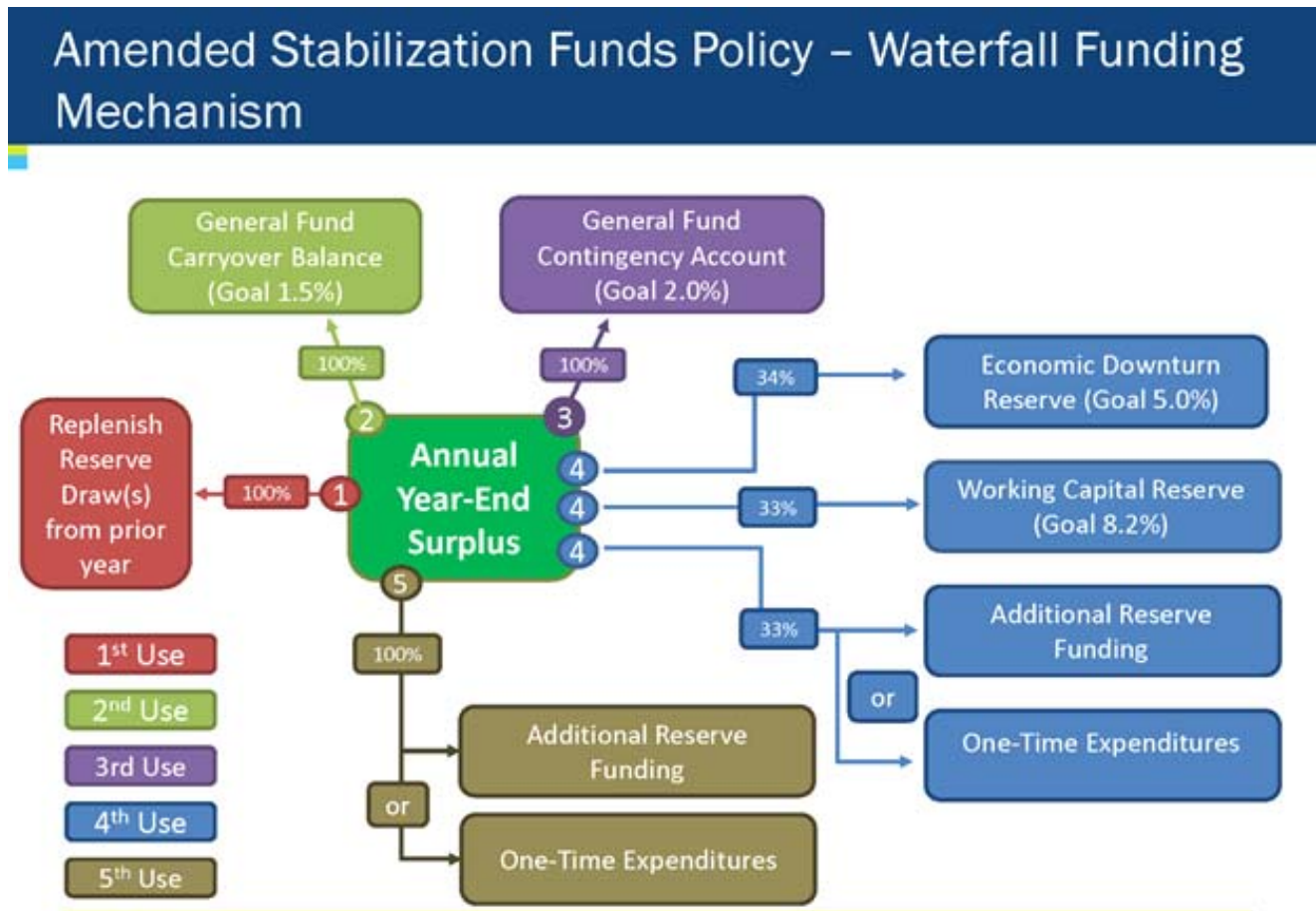
As a result, an amended Stabilization Funds policy was approved for FY 2020 to update and enhance the City's existing policy. Importantly, amongst other enhancements detailed below, the policy update provides a specific mechanism to help the City achieve compliance with its existing policy of 16.7% while still providing flexibility to deal with unexpected one-time expenditures that may arise within a given year. The City Administration and its Financial Advisor recommended that the City adopt this updated policy as a means to further ensure its long-term financial strength and stability which will help to maximize Cincinnati's capacity to fund its important Capital Improvement Program (CIP) projects. A summary of the updated policy recommendations is below:

- **Establish a new “Economic Downturn Reserve Account” with a Goal of 5.0%**
 - » Used for unforeseen economic events or circumstances that cause unexpected drops in General Fund Income Tax Revenues which result in a budgetary imbalance that cannot be resolved through immediate budgetary adjustments.
- **Revise the Working Capital Reserve Fund Goal of 8.2%**
 - » Used only in the event of an emergency or catastrophic need of the City.
 - » If used, goal is to be replenished in total in the next fiscal year. If there is insufficient carryover balance to replenish, then the goal will be to appropriate funds from the next fiscal year's budget.
- **Maintain the General Fund Carryover Balance Goal at 1.5%**
 - » Required for cash flow purposes and offsets seasonality of revenues.



- **Revise the General Fund Contingency Account Goal to 2.0%**
 - » Used by the City for one-time unfunded events. If used, goal to be replenished to the approved level in the next fiscal year closeout.
- **Eliminate the Emergency Reserve Account**
 - » The purpose of this reserve is covered by the General Fund Contingency Account.
- **Establish a Minimum Goal of 10.0%**
 - » Provides assurance that a portion of reserve funding will remain intact based on interaction with Rating Agencies.
- **Establish a “Waterfall Mechanism” for funding to enable the City to:**
 - » Replenish any uses of the Stabilization Funds in the prior year;
 - » Maintain the Stabilization Funds at the Goal levels;
 - » Realistically achieve its Overall Policy Goal and Specific Component Goals over time; and
 - » Have defined Carryover each year for funding of one-time needs.

See the diagram below for the Waterfall Funding Mechanism:





Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Approved FY 2020-2021 Biennial Budget document. This section includes the following tables and narratives:

1. **All Funds Operating Budget by Fund** lists the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Approved Budget, the change between the FY 2019 Approved Budget Update and the FY 2020 Approved Budget, and the FY 2021 Approved Budget.
2. **All Funds Operating Budget Summary** by Department is similar to the All Funds Operating Budget By Fund, but it provides the budget comparison by department rather than by fund.
3. **FY 2020 All Funds Operating Budget Summary by Type** lists the FY 2020 Approved Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, CDBG (Community Development Block Grant) Funds, and the Total Operating Budget.
4. **FY 2021 All Funds Operating Budget Summary by Type** lists the FY 2021 Approved Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, CDBG (Community Development Block Grant) Funds, and the Total Operating Budget.
5. **General Fund Operating Budget Summary by Department** lists the General Fund FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Approved Budget, and the FY 2021 Approved Budget by department. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Approved Budget.
 - Note: This table does not include "Transfers Out" which, if included, would result in a General Fund total of \$416.9 million in the FY 2020 Approved Budget column.
6. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Approved Budget, and the FY 2021 Approved Budget by fund. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Approved Budget.
7. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget Update, the FY 2020 Approved Budget, and the FY 2021 Approved Budget by fund. It also includes the change from the FY 2019 Approved Budget Update to the FY 2020 Approved Budget.
8. **All Funds Non-Departmental Budget Summary** lists all Non-Departmental accounts. These accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. There are three categories:
 - **Non-Departmental Benefits:** include employee-benefit related expenses such as the Public Employees Assistance Program (PEAP), Workers' Compensation, Unemployment Compensation, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.
 - **Non-Departmental Accounts:** include various citywide expenditures such as fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, and more.



- **Reserve for Contingencies:** an amount set aside in the operating budget for unforeseen events or damages.

Notes About the Non-Departmental Accounts

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

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

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

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

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

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

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

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

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

943 - County Clerk Fees - General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets.

944 - General Fund Overhead - An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

Financial Summaries

Financial Summaries (otherwise known as 'Fund Tables') for the General Fund and each Principal Restricted Fund follow the Non-Departmental Budget Summary. The Fund Tables include a description of the fund and a table that includes the respective funds' revenues, expenditures and fund balance information. Actual revenues and expenditures for FY 2018 and FY 2019 are included as well as the Approved FY 2019 Budget Update. The FY 2020 and FY 2021 Approved budgets are also included. Finally, the change from the Approved FY 2019 Budget Update to the Approved FY 2020 Budget is provided.

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

Additional Appropriated Funds Beginning in FY 2020

Beginning in FY 2020, one new Principal Restricted Fund is established, and one former Principal Restricted Fund is re-activated. The Cincinnati Health District Fund is being established to accommodate the shifting of the Health Department's General Fund budget to this fund. General Fund resources will be transferred out to this new fund to provide the necessary resources for the department's expenditures.

In Enterprise Services, the Division of Parking Facilities within the Department of Community and Economic Development has been altered to functionally separate off-street parking (garages, lots, etc.) and on-street parking (parking meters, etc.). The budget for off-street parking enterprises will remain in the Parking System Facilities Fund. The budget for on-street parking enterprises has been shifted to the Parking Meter Fund which is re-activated for FY 2020.

Notes About the Fund Tables

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

- The first column is for the "FY 2018 Actual" amounts.
- Next is a column titled "FY 2019 Approved Update" which refers to the budget amounts approved as an update to the second year of the FY 2018-2019 Biennial Budget.



- The third column is for the "FY 2019 Actual" amounts.
- The fourth column is for the "FY 2020 Approved" amounts. This refers to the budget amounts that are approved in the FY 2020-2021 Biennial Budget for the first year of the biennium.
- The fifth column is for the "Change FY 2019 Budget to FY 2020" amounts. This reflects the change from the amounts approved for the FY 2019 Approved Budget Update to the amounts for the Approved FY 2020 Budget.
- The final column is for the "FY 2021 Approved" amounts. This refers to the budget amounts approved for the second year of the FY 2020-2021 Biennial Budget.

Cincinnati Area Geographic Information Systems (CAGIS) Fund

The Cincinnati Area Geographic Information Systems Fund relates to operations of an area-wide geographic information system. CAGIS staff is working to generate more prior-year cancellations and future expenditure reductions to increase the fund balance by FY 2021.

Cincinnati Health District Fund

The FY 2020 Approved column includes Prior Year Cancellations that were canceled after June 30, 2019. Health Department staff is working to generate more prior-year cancellations and future expenditure reductions to increase the fund balance by FY 2021.

Cincinnati Riverfront Park Fund

In the City Manager's Recommended Budget, the Cincinnati Riverfront Park Fund inadvertently failed to include \$2,860 for Workers' Compensation expenses. This has been corrected in the Approved FY 2020 Budget.

Metropolitan Sewer District

In the City Manager's Recommended Budget, the Prior Year Cancellations amounts for FY 2018 and the FY 2019 Estimate were overstated. These amounts have been corrected. The Metropolitan Sewer District is budgeted on a calendar year basis. Thus, the Fund Table does not include a FY 2019 Actual column, but rather a FY 2019 Estimate column as the fiscal year runs through December 31, 2019.

Parking System Facilities Fund

The Parking System Facilities Fund, which supports the operations of and improvements to the City's public garages and parking lots, has been adjusted in order to account for a \$500,000 transfer out that should have been included in the Approved FY 2019 Budget Update.

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



All Funds Operating Budget by Fund

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
General Fund	395,720,560	403,689,600	397,118,340	(6,571,250)	402,195,820
Principal Restricted Funds					
9-1-1 Cell Phone Fees	1,424,410	1,790,110	1,347,090	(443,020)	1,353,360
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	200,000	0	200,000
Bond Retirement	117,122,640	125,171,620	129,220,550	4,048,930	186,906,620
Cincinnati Area Geographic Information System (CAGIS)	5,099,100	4,724,530	4,700,780	(23,750)	4,779,760
Cincinnati Health District	0	0	17,323,040	17,323,040	17,443,630
Cincinnati Riverfront Park	504,230	929,180	1,013,820	84,640	1,023,040
Community Health Center Activities	10,234,830	24,505,320	24,579,400	74,080	25,073,580
Convention Center	9,246,930	9,574,940	9,637,150	62,210	9,530,420
County Law Enforcement Applied Regionally (CLEAR)	5,829,080	5,306,070	5,354,140	48,070	5,430,250
General Aviation	2,042,110	2,055,830	2,180,240	124,410	2,214,670
Hazard Abatement	1,030,620	1,038,260	1,033,610	(4,650)	1,033,610
Income Tax-Infrastructure	19,254,750	20,509,450	20,382,110	(127,340)	21,048,170
Income Tax-Transit	58,697,520	53,668,740	55,989,340	2,320,600	56,406,580
Metropolitan Sewer District	226,195,290	219,899,110	229,474,960	9,575,850	236,495,070
Municipal Golf	5,785,840	6,139,800	5,560,760	(579,040)	5,617,100
Municipal Motor Vehicle License Tax	2,899,450	3,053,650	3,721,810	668,160	3,775,740
Parking Meter	0	0	4,493,440	4,493,440	4,240,100
Parking System Facilities	11,648,180	11,970,820	7,451,370	(4,519,450)	7,464,620
Recreation Special Activities	5,214,670	5,050,420	6,213,490	1,163,070	5,101,130
Safe and Clean	85,000	50,000	50,500	500	51,010
Sawyer Point	1,685,030	1,735,070	1,576,640	(158,430)	1,651,000
Stormwater Management	12,967,350	19,731,920	23,787,110	4,055,190	23,761,070
Street Construction Maintenance & Repair	11,297,060	11,912,340	15,843,240	3,930,900	15,370,680
Streetcar Operations	2,919,000	3,035,460	3,501,670	466,210	3,570,390
Water Works	132,532,920	139,313,660	149,413,970	10,100,310	150,678,150
Principal Restricted Total	643,916,010	671,366,300	724,050,230	52,683,930	790,219,750
Other Restricted Funds	33,425,450	23,122,110	25,429,100	2,306,990	25,381,660
Grand Total	1,073,062,020	1,098,178,010	1,146,597,670	48,419,670	1,217,797,230

Financial Summaries

All Funds Operating Budget Summary



All Funds Operating Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
City Council	2,094,140	2,121,330	2,136,370	15,040	2,117,140
Office of the Mayor	725,520	838,420	883,370	44,950	880,060
Clerk of Council	685,010	661,770	647,430	(14,340)	633,720
City Manager	9,668,740	21,819,250	21,394,240	(425,010)	21,137,780
Buildings & Inspections	11,425,630	11,465,520	10,676,420	(789,100)	10,824,800
Citizen Complaint Authority	673,050	670,510	691,630	21,120	700,700
City Planning	743,140	648,460	521,680	(126,780)	557,130
Community & Economic Development	9,270,770	9,115,400	10,570,420	1,455,020	9,825,550
Enterprise Services	19,944,720	20,529,240	20,781,280	252,040	20,434,480
Economic Inclusion	1,433,160	1,285,260	1,311,570	26,310	1,344,760
Enterprise Technology Solutions	16,943,160	17,278,240	17,180,070	(98,170)	17,669,960
Finance	125,622,720	133,467,060	138,296,550	4,829,490	196,179,750
Fire	111,400,650	117,481,450	121,206,300	3,724,850	123,783,970
Health	51,460,600	54,335,720	55,290,240	954,520	56,284,930
Human Resources	2,230,870	2,188,090	2,523,120	335,030	2,566,930
Law	7,505,760	7,898,020	7,725,420	(172,600)	7,932,030
Parks	18,123,620	20,553,590	20,377,350	(176,240)	20,465,900
Police	152,901,610	148,959,170	154,133,200	5,174,040	154,992,860
Public Services	41,151,140	43,099,230	48,410,780	5,311,550	48,450,040
Recreation	27,833,460	29,534,480	30,192,860	658,380	30,399,800
Sewers	222,719,560	214,198,630	222,506,200	8,307,570	229,148,590
Stormwater Management Utility	7,611,410	8,275,410	10,863,730	2,588,320	10,723,420
Transportation & Engineering	12,777,300	12,990,870	13,004,090	13,220	13,638,470
Water Works	128,430,120	134,862,460	144,681,500	9,819,040	145,945,910
SORTA	60,305,400	55,250,120	58,104,950	2,854,830	58,508,880
Department Total	1,043,681,260	1,069,527,700	1,114,110,770	44,583,080	1,185,147,560
Non-Departmental Benefits	6,243,190	6,619,620	6,937,070	317,450	7,071,450
General Fund Overhead	9,911,060	11,009,840	11,628,260	618,420	11,721,380
Non-Departmental Accounts	12,926,530	8,064,050	9,757,070	1,693,020	9,407,740
Reserve for Contingencies	300,000	300,000	300,000	0	300,000
Non-Departmental Budgets Total	29,380,780	25,993,510	28,622,400	2,628,890	28,500,570
	1,073,062,040	1,095,521,210	1,142,733,170	47,211,970	1,213,648,130



All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	2,136,370	0	0	0	2,136,370
Office of the Mayor	883,370	0	0	0	883,370
Clerk of Council	647,430	0	0	0	647,430
City Manager	19,296,590	1,997,650	100,000	0	21,394,240
Buildings & Inspections	9,573,350	1,095,980	7,090	0	10,676,420
Citizen Complaint Authority	691,630	0	0	0	691,630
City Planning	521,680	0	0	0	521,680
Community & Economic Development	10,017,780	200,000	352,640	0	10,570,420
Enterprise Services	0	20,781,280	0	0	20,781,280
Economic Inclusion	966,330	345,240	0	0	1,311,570
Enterprise Technology Solutions	6,212,040	10,946,820	21,210	0	17,180,070
Finance	7,318,670	130,400,080	577,800	0	138,296,550
Fire	121,206,300	0	0	0	121,206,300
Health	0	40,704,960	14,585,280	0	55,290,240
Human Resources	2,070,220	452,900	0	0	2,523,120
Law	7,369,660	355,760	0	0	7,725,420
Parks	9,070,250	6,692,660	4,614,440	0	20,377,350
Police	151,735,200	0	2,398,000	0	154,133,200
Public Services	14,625,430	33,510,100	275,250	0	48,410,780
Recreation	16,012,380	13,409,300	771,180	0	30,192,860
Sewers	0	222,506,200	0	0	222,506,200
Stormwater Management Utility	0	10,863,730	0	0	10,863,730
Transportation & Engineering	2,401,820	10,016,930	585,340	0	13,004,090
Water Works	0	144,681,500	0	0	144,681,500
SORTA	0	58,104,950	0	0	58,104,950
Department Total	382,756,500	707,066,040	24,288,230	0	1,114,110,770
Non-Departmental Benefits	4,704,770	2,078,790	153,510	0	6,937,070
General Fund Overhead	0	11,353,140	275,120	0	11,628,260
Non-Departmental Accounts	9,657,070	100,000	0	0	9,757,070
Reserve for Contingencies	0	300,000	0	0	300,000
Non-Departmental Budgets Total	14,361,840	13,831,930	428,630	0	28,622,400
Grand Total	397,118,340	720,897,970	24,716,860	0	1,142,733,170

Financial Summaries

All Funds Operating Budget Summary



All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	2,117,140	0	0	0	2,117,140
Office of the Mayor	880,060	0	0	0	880,060
Clerk of Council	633,720	0	0	0	633,720
City Manager	19,129,290	2,008,490	0	0	21,137,780
Buildings & Inspections	9,721,730	1,095,980	7,090	0	10,824,800
Citizen Complaint Authority	700,700	0	0	0	700,700
City Planning	557,130	0	0	0	557,130
Community & Economic Development	9,269,380	200,000	356,170	0	9,825,550
Enterprise Services	0	20,434,480	0	0	20,434,480
Economic Inclusion	992,780	351,980	0	0	1,344,760
Enterprise Technology Solutions	6,533,910	11,114,630	21,420	0	17,669,960
Finance	7,488,020	188,108,380	583,350	0	196,179,750
Fire	123,783,970	0	0	0	123,783,970
Health	0	41,319,730	14,965,200	0	56,284,930
Human Resources	2,096,720	470,210	0	0	2,566,930
Law	7,557,140	374,890	0	0	7,932,030
Parks	8,942,050	6,826,840	4,697,010	0	20,465,900
Police	152,852,790	0	2,140,070	0	154,992,860
Public Services	14,727,350	33,447,190	275,500	0	48,450,040
Recreation	17,446,460	12,361,010	592,330	0	30,399,800
Sewers	0	229,148,590	0	0	229,148,590
Stormwater Management Utility	0	10,723,420	0	0	10,723,420
Transportation & Engineering	2,618,320	10,428,690	591,460	0	13,638,470
Water Works	0	145,945,910	0	0	145,945,910
SORTA	0	58,508,880	0	0	58,508,880
Department Total	388,048,660	772,869,300	24,229,600	0	1,185,147,560
Non-Departmental Benefits	4,839,420	2,078,540	153,490	0	7,071,450
General Fund Overhead	0	11,446,260	275,120	0	11,721,380
Non-Departmental Accounts	9,307,740	100,000	0	0	9,407,740
Reserve for Contingencies	0	300,000	0	0	300,000
Non-Departmental Budgets Total	14,147,160	13,924,800	428,610	0	28,500,570
Grand Total	402,195,820	786,794,100	24,658,210	0	1,213,648,130



General Fund Operating Budget Summary by Department

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
City Council	2,094,140	2,121,330	2,136,370	15,040	2,117,140
Office of the Mayor	725,520	838,420	883,370	44,950	880,060
Clerk of Council	685,010	661,770	647,430	(14,340)	633,720
City Manager	9,497,330	19,391,530	19,296,590	(94,940)	19,129,290
Buildings & Inspections	10,325,960	10,369,080	9,573,350	(795,730)	9,721,730
Citizen Complaint Authority	673,050	670,510	691,630	21,120	700,700
City Planning	743,140	648,460	521,680	(126,780)	557,130
Community & Economic Development	8,519,390	8,317,720	10,017,780	1,700,060	9,269,380
Economic Inclusion	1,118,880	969,890	966,330	(3,560)	992,780
Enterprise Technology Solutions	5,543,980	6,426,560	6,212,040	(214,520)	6,533,910
Finance	7,351,790	7,164,740	7,318,670	153,930	7,488,020
Fire	111,400,650	117,481,450	121,206,300	3,724,850	123,783,970
Health	16,949,290	17,054,430	0	(17,054,430)	0
Human Resources	1,912,010	1,778,180	2,070,220	292,040	2,096,720
Law	7,136,430	7,518,710	7,369,660	(149,050)	7,557,140
Parks	9,113,620	8,884,330	9,070,250	185,920	8,942,050
Police	149,685,730	146,601,670	151,735,200	5,133,540	152,852,790
Public Services	16,416,050	15,222,720	14,625,430	(597,290)	14,727,350
Recreation	15,445,460	16,167,970	16,012,380	(155,590)	17,446,460
Transportation & Engineering	3,199,300	3,053,440	2,401,820	(651,620)	2,618,320
Department Total	378,536,730	391,342,910	382,756,500	(8,586,400)	388,048,660
Non-Departmental Benefits	4,459,760	4,382,640	4,704,770	322,130	4,839,420
Non-Departmental Accounts	12,724,080	7,964,050	9,657,070	1,693,020	9,307,740
Reserve for Contingencies	0	0	0	0	0
Non-Departmental Budgets Total	17,183,840	12,346,690	14,361,840	2,015,150	14,147,160
Grand Total	395,720,570	403,689,600	397,118,340	(6,571,250)	402,195,820

Financial Summaries

Restricted Funds Operating Budget



Restricted Funds Operating Budget

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Principal Restricted Funds					
9-1-1 Cell Phone Fees	1,424,410	1,790,110	1,347,090	(443,020)	1,353,360
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	200,000	0	200,000
Bond Retirement	117,122,640	125,171,620	129,220,550	4,048,930	186,906,620
Cincinnati Area Geographic Information System (CAGIS)	5,099,100	4,724,530	4,700,780	(23,750)	4,779,760
Cincinnati Health District	0	0	17,323,040	17,323,040	17,443,630
Cincinnati Riverfront Park	504,230	929,180	1,013,820	84,640	1,023,040
Community Health Center Activities	10,234,830	24,505,320	24,579,400	74,080	25,073,580
Convention Center	9,246,930	9,574,940	9,637,150	62,210	9,530,420
County Law Enforcement Applied Regionally (CLEAR)	5,829,080	5,306,070	5,354,140	48,070	5,430,250
General Aviation	2,042,110	2,055,830	2,180,240	124,410	2,214,670
Hazard Abatement	1,030,620	1,038,260	1,033,610	(4,650)	1,033,610
Income Tax-Infrastructure	19,254,750	20,509,450	20,382,110	(127,340)	21,048,170
Income Tax-Transit	58,697,520	53,668,740	55,989,340	2,320,600	56,406,580
Metropolitan Sewer District	226,195,290	219,899,110	229,474,960	9,575,850	236,495,070
Municipal Golf	5,785,840	6,139,800	5,560,760	(579,040)	5,617,100
Municipal Motor Vehicle License Tax	2,899,450	3,053,650	3,721,810	668,160	3,775,740
Parking Meter	0	0	4,493,440	4,493,440	4,240,100
Parking System Facilities	11,648,180	11,970,820	7,451,370	(4,519,450)	7,464,620
Recreation Special Activities	5,214,670	5,050,420	6,213,490	1,163,070	5,101,130
Safe and Clean	85,000	50,000	50,500	500	51,010
Sawyer Point	1,685,030	1,735,070	1,576,640	(158,430)	1,651,000
Stormwater Management	12,967,350	19,731,920	23,787,110	4,055,190	23,761,070
Street Construction Maintenance & Repair	11,297,060	11,912,340	15,843,240	3,930,900	15,370,680
Streetcar Operations	2,919,000	3,035,460	3,501,670	466,210	3,570,390
Water Works	132,532,920	139,313,660	149,413,970	10,100,310	150,678,150
Principal Restricted Total	643,916,010	671,366,300	724,050,230	52,683,930	790,219,750
Other Restricted Funds	33,425,450	23,122,110	25,429,100	2,306,990	25,381,660
Grand Total	677,341,460	694,488,410	749,479,330	54,990,920	815,601,410



Other Restricted Funds Operating Budget by Fund

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
317 - Urban Development Property Operations	342,310	377,650	352,640	(25,010)	356,170
319 - Contributions For Recreation	245,810	250,380	250,840	460	252,480
324 - Recreation Federal Grant Project	397,040	308,220	344,700	36,480	346,470
326 - Park Donations/Special Activities	462,600	509,430	578,020	68,590	582,640
327 - W.M. Ampt Free Concerts	16,000	16,000	16,000	0	16,000
328 - Groesbeck Endowments	16,000	16,000	16,000	0	16,000
330 - Park Lodge/Pavilion Deposits	650,840	473,040	460,720	(12,320)	465,330
332 - Krohn Conservatory	766,920	783,320	1,392,510	609,190	1,415,690
333 - Krohn Conservatory Trustee	41,530	20,000	0	(20,000)	0
336 - Telecommunications Services	21,000	21,000	21,210	210	21,420
349 - Urban Renewal Debt Retirement	684,300	647,180	712,240	65,060	723,450
350 - Public Health Research	1,860,650	2,014,420	2,167,160	152,740	2,229,650
353 - Home Health Services	8,712,170	2,775,670	3,048,370	272,700	3,166,770
354 - Household Sewage Treatment System Fees	49,500	42,000	48,230	6,230	48,650
363 - Solid Waste Disposal Control	83,470	88,700	89,570	870	90,480
366 - Federal Asset Forfeiture - Treasury	0	0	360,000	360,000	360,000
367 - Federal Asset Forfeiture - Justice	360,000	416,000	480,000	64,000	414,160
369 - Criminal Activities Forfeiture State	1,275,000	1,701,500	1,371,800	(329,700)	1,121,090
370 - Drug Offender Fines Forfeiture	160,000	180,000	121,200	(58,800)	183,610
372 - DUI Enforcement	80,000	60,000	65,000	5,000	61,210
379 - Std/HIV Prevention Training	110	0	0	0	0
381 - Cincinnati Abatement Project	1,146,740	5,190	66,490	61,300	67,250
391 - Women & Infants Food Grant Program	3,653,180	3,586,860	3,795,110	208,250	3,870,670
394 - State Health Program Income	449,980	0	0	0	0
412 - Food Service License Fees	1,138,490	1,135,390	1,263,760	128,370	1,290,530
413 - Swimming Pool License Fees	80,970	87,680	75,430	(12,250)	76,270
415 - Immunization Action Plan	282,480	283,350	340,900	57,550	352,130
418 - Federal Health Program Income	3,746,170	0	0	0	0
420 - Public Employee Assistance Program	601,840	608,640	622,420	13,780	627,970
425 - Heart Health In Hamilton County	281,260	224,730	276,110	51,380	286,580
444 - Armleder Projects	69,840	0	182,260	182,260	0
446 - Health Network	2,669,560	3,064,270	3,356,990	292,720	3,419,950
448 - Health Care For The Homeless	240,170	250,980	236,070	(14,910)	245,180
630 - Cable Access Management	0	100,000	100,000	0	0
631 - Buildings Code Sales	6,950	7,090	7,090	0	7,090
749 - Retirement	18,600	18,600	18,610	10	18,590
791 - Sidewalk Assessments	150,000	150,000	151,500	1,500	153,020
792 - Forestry Assessments	1,954,310	2,163,410	2,305,470	142,060	2,355,630
793 - Blem Assessment	709,680	735,410	734,680	(730)	739,530
Other Restricted Total	33,425,470	23,122,110	25,429,100	2,306,990	25,381,660

Financial Summaries

Non-Departmental Budget Summary



Non-Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Non-Departmental Benefits					
Prior Year Pension Obligations	433,340	433,390	405,630	(27,760)	405,360
Public Employee Assistance Program	381,330	385,360	426,990	41,630	421,730
Workers Compensation	4,367,540	4,820,010	4,748,880	(71,130)	4,694,860
Police and Firefighters Insurance	300,000	290,230	300,000	9,770	294,990
Unemployment Compensation	173,000	168,150	150,000	(18,150)	147,490
Lump Sum Payments	587,980	522,480	905,570	383,090	1,107,020
Non-Departmental Benefits Total	6,243,190	6,619,620	6,937,070	317,450	7,071,450
General Fund Overhead	9,911,060	11,009,840	11,628,260	618,420	11,721,380
Non-Departmental Accounts					
Audit and Examiner's Fees	370,000	370,000	400,000	30,000	393,320
Hamco Auditor & Treasurer Fees	470,000	525,000	525,000	0	516,230
County Clerk Fees	350,000	350,000	350,000	0	344,150
Election Expense	650,000	154,890	250,000	95,110	88,490
Judgments Against the City	900,000	900,000	900,000	0	884,970
Enterprise Software and Licenses	3,900,790	4,493,320	6,038,970	1,545,650	5,903,180
Memberships & Publications	193,370	254,050	256,590	2,540	254,830
HUD Section 108 Debt Service	0	0	0	0	0
Mayor's Office Obligations	41,380	0	0	0	0
Other City Obligations	103,540	171,790	173,510	1,720	172,310
Downtown Spec Improve District	45,000	45,000	45,000	0	44,250
ETS Information Infrastructure Security	102,450	0	0	0	0
Cincinnati Public Schools	5,000,000	0	0	0	0
Cincinnati Music Hall	100,000	100,000	100,000	0	100,000
Greater Cincinnati Redevelopment Authority	700,000	700,000	700,000	0	688,310
Property Investment Reim. Agreements	0	0	18,000	18,000	17,700
Non-Departmental Accounts Total	12,926,530	8,064,050	9,757,070	1,693,020	9,407,740
Reserve for Contingencies	300,000	300,000	300,000	0	300,000
Total	29,380,780	25,993,510	28,622,400	2,628,890	28,500,570



General Fund

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	311,843,180	313,932,210	321,330,430	322,746,380	8,814,170	329,813,180
Licenses & Permits	17,177,760	23,316,930	20,372,250	22,077,720	(1,239,220)	22,155,720
Courts & Use of Money & Property	9,928,360	11,085,000	13,267,300	11,285,000	200,000	11,285,000
Revenue from Other Agencies	22,677,110	22,154,790	23,511,300	25,193,720	3,038,930	25,193,720
Charges for Services	28,295,880	31,221,770	31,869,250	31,580,420	358,650	31,521,420
Miscellaneous	3,066,060	2,996,080	3,613,240	2,149,560	(846,520)	1,664,940
Revenue Subtotal	392,988,350	404,706,780	413,963,770	415,032,800	10,326,010	421,633,980
Prior Year Cancellations	2,468,920	0	1,636,370	0	0	0
Transfers In	3,930,190	1,300,000	1,997,170	121,000	(1,179,000)	0
Subtotal	6,399,110	1,300,000	3,633,540	121,000	(1,179,000)	0
Total Revenues/Resources	399,387,460	406,006,780	417,597,310	415,153,800	9,147,010	421,633,980
Expenditures/Uses						
Personnel Services	234,529,920	242,556,600	242,739,070	233,034,160	(9,522,440)	237,822,430
Employee Benefits	89,141,470	98,596,510	96,974,420	99,417,950	821,440	100,818,190
Non-Personnel	72,183,240	62,508,070	65,672,500	64,640,900	2,132,830	63,529,640
Properties	71,680	28,420	25,480	25,330	(3,090)	25,560
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	395,926,310	403,689,600	405,411,470	397,118,340	(6,571,260)	402,195,820
Transfers Out	1,326,030	2,618,560	5,699,460	19,818,940	17,200,380	19,437,150
Subtotal	1,326,030	2,618,560	5,699,460	19,818,940	17,200,380	19,437,150
Total Expenditures/Uses	397,252,340	406,308,160	411,110,930	416,937,280	10,629,120	421,632,970
Net Increase (Decrease) in Fund Balance	2,135,120	(301,380)	6,486,380	(1,783,480)	(1,482,110)	1,010
FY Beginning Balance	9,471,260	6,555,980	11,606,380	18,092,760	11,536,780	16,309,280
FY Ending Balance	11,606,380	6,254,600	18,092,760	16,309,280	10,054,680	16,310,290



9-1-1 Cell Phone Fees

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	1,230,480	1,340,000	1,445,440	1,300,000	(40,000)	1,300,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	1,230,480	1,340,000	1,445,440	1,300,000	(40,000)	1,300,000
Prior Year Cancellations	0	0	5,740	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	5,740	0	0	0
Total Revenues/Resources	1,230,480	1,340,000	1,451,180	1,300,000	(40,000)	1,300,000
Expenditures/Uses						
Personnel Services	609,930	1,043,810	749,520	720,000	(323,810)	720,000
Employee Benefits	0	0	192,330	0	0	0
Non-Personnel	702,310	746,300	646,500	627,090	(119,210)	633,360
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	1,312,240	1,790,110	1,588,350	1,347,090	(443,020)	1,353,360
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	1,312,240	1,790,110	1,588,350	1,347,090	(443,020)	1,353,360
Net Increase (Decrease) in Fund Balance	(81,760)	(450,110)	(137,170)	(47,090)	403,020	(53,360)
FY Beginning Balance	853,840	929,410	772,080	634,910	(294,500)	587,820
FY Ending Balance	772,080	479,300	634,910	587,820	108,520	534,460



Bond Hill Roselawn Stabilization & Revitalization Operations

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	0	0	0	0	0	0
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Revenues/Resources	0	0	0	0	0	0
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Non-Personnel	200,000	200,000	200,000	200,000	0	200,000
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	200,000	200,000	200,000	200,000	0	200,000
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	200,000	200,000	200,000	200,000	0	200,000
Net Increase (Decrease) in Fund Balance	(200,000)	(200,000)	(200,000)	(200,000)	0	(200,000)
FY Beginning Balance	800,000	600,000	600,000	400,000	(200,000)	200,000
FY Ending Balance	600,000	400,000	400,000	200,000	(200,000)	0



Bond Retirement

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	33,520,750	31,648,080	34,313,210	37,143,920	5,495,840	37,225,740
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	23,203,070	22,776,620	25,637,190	24,818,020	2,041,400	25,044,090
Revenue from Other Agencies	10,492,700	4,865,780	4,656,560	4,649,860	(215,920)	4,636,060
Charges for Services	40	0	0	0	0	0
Miscellaneous	5,689,440	50,000,000	5,381,510	49,218,750	(781,250)	117,101,250
Revenue Subtotal	72,906,000	109,290,480	69,988,470	115,830,550	6,540,070	184,007,140
Prior Year Cancellations	94,470	0	0	0	0	0
Transfers In	30,259,740	40,096,110	36,656,060	33,588,690	(6,507,420)	32,608,650
Subtotal	30,354,210	40,096,110	36,656,060	33,588,690	(6,507,420)	32,608,650
Total Revenues/Resources	103,260,210	149,386,590	106,644,530	149,419,240	32,650	216,615,790
Expenditures/Uses						
Personnel Services	207,480	317,090	224,130	304,780	(12,310)	312,370
Employee Benefits	76,450	124,430	79,260	99,420	(25,010)	103,150
Non-Personnel	1,112,850	3,330,100	1,253,510	3,387,010	56,910	3,388,950
Properties	0	0	0	0	0	0
Debt Service	73,749,590	121,400,000	80,489,830	125,429,340	4,029,340	183,102,150
Expenditures Subtotal	75,146,370	125,171,620	82,046,730	129,220,550	4,048,930	186,906,620
Transfers Out	27,719,510	28,110,900	27,800,980	28,738,280	627,380	27,767,480
Subtotal	27,719,510	28,110,900	27,800,980	28,738,280	627,380	27,767,480
Total Expenditures/Uses	102,865,880	153,282,520	109,847,710	157,958,830	4,676,310	214,674,100
Net Increase (Decrease) in Fund Balance	394,330	(3,895,930)	(3,203,180)	(8,539,590)	(4,643,660)	1,941,690
FY Beginning Balance	67,667,980	66,183,230	68,062,310	64,859,130	(1,324,100)	56,319,540
FY Ending Balance	68,062,310	62,287,300	64,859,130	56,319,540	(5,967,760)	58,261,230



Cincinnati Area Geographic Information System (CAGIS)

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	33,360	33,000	29,100	23,000	(10,000)	23,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	4,361,370	4,407,000	4,155,720	4,468,030	61,030	4,545,370
Miscellaneous	56,600	0	0	0	0	0
Revenue Subtotal	4,451,330	4,440,000	4,184,820	4,491,030	51,030	4,568,370
Prior Year Cancellations	833,700	0	122,300	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	833,700	0	122,300	0	0	0
Total Revenues/Resources	5,285,030	4,440,000	4,307,120	4,491,030	51,030	4,568,370
Expenditures/Uses						
Personnel Services	1,632,310	1,821,390	1,589,940	1,836,490	15,100	1,877,710
Employee Benefits	570,140	682,900	531,200	649,220	(33,680)	666,520
Non-Personnel	2,304,760	2,220,240	1,315,660	2,140,070	(80,170)	2,160,530
Properties	0	0	0	75,000	75,000	75,000
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	4,507,210	4,724,530	3,436,800	4,700,780	(23,750)	4,779,760
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	4,507,210	4,724,530	3,436,800	4,700,780	(23,750)	4,779,760
Net Increase (Decrease) in Fund Balance	777,820	(284,530)	870,320	(209,750)	74,780	(211,390)
FY Beginning Balance	(614,150)	769,970	163,670	1,033,990	264,020	824,240
FY Ending Balance	163,670	485,440	1,033,990	824,240	338,800	612,850



Cincinnati Health District

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	615,000	615,000	615,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	0	0	0	615,000	615,000	615,000
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	16,708,040	16,708,040	16,828,630
Subtotal	0	0	0	16,708,040	16,708,040	16,828,630
Total Revenues/Resources	0	0	0	17,323,040	17,323,040	17,443,630
Expenditures/Uses						
Personnel Services	0	0	0	11,594,410	11,594,410	11,693,270
Employee Benefits	0	0	0	4,701,640	4,701,640	4,775,490
Non-Personnel	0	0	0	1,024,070	1,024,070	971,920
Properties	0	0	0	2,920	2,920	2,950
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	0	0	0	17,323,040	17,323,040	17,443,630
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	0	0	0	17,323,040	17,323,040	17,443,630
Net Increase (Decrease) in Fund Balance	0	0	0	0	0	0
FY Beginning Balance	0	0	0	0	0	0
FY Ending Balance	0	0	0	0	0	0



Cincinnati Riverfront Park

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	317,090	15,000	261,620	15,000	0	15,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	825,450	780,000	579,690	1,128,000	348,000	1,128,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	1,142,540	795,000	841,310	1,143,000	348,000	1,143,000
Prior Year Cancellations	30	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	30	0	0	0	0	0
Total Revenues/Resources	1,142,570	795,000	841,310	1,143,000	348,000	1,143,000
Expenditures/Uses						
Personnel Services	134,220	201,720	43,740	248,690	46,970	252,020
Employee Benefits	57,990	100,230	24,700	128,220	27,990	130,670
Non-Personnel	201,030	627,230	300,370	636,910	9,680	640,350
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	393,240	929,180	368,810	1,013,820	84,640	1,023,040
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	393,240	929,180	368,810	1,013,820	84,640	1,023,040
Net Increase (Decrease) in Fund Balance	749,330	(134,180)	472,500	129,180	263,360	119,960
FY Beginning Balance	2,309,220	2,528,000	3,058,550	3,531,050	1,003,050	3,660,230
FY Ending Balance	3,058,550	2,393,820	3,531,050	3,660,230	1,266,410	3,780,190



Community Health Center Activities

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	113,510	100,000	121,700	100,000	0	100,000
Charges for Services	20,306,150	22,792,440	20,475,240	23,074,000	281,570	24,417,440
Miscellaneous	0	0	8,560	0	0	0
Revenue Subtotal	20,419,660	22,892,440	20,605,500	23,174,000	281,570	24,517,440
Prior Year Cancellations	239,450	0	265,780	573,360	573,360	0
Transfers In	424,720	0	0	0	0	0
Subtotal	664,170	0	265,780	573,360	573,360	0
Total Revenues/Resources	21,083,830	22,892,440	20,871,280	23,747,360	854,930	24,517,440
Expenditures/Uses						
Personnel Services	8,506,400	11,652,930	10,215,140	12,600,050	947,120	12,988,670
Employee Benefits	3,151,860	4,576,970	4,331,890	5,199,560	622,590	5,697,590
Non-Personnel	7,084,540	8,275,420	8,873,430	6,779,790	(1,495,630)	6,387,320
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	18,742,800	24,505,320	23,420,460	24,579,400	74,080	25,073,580
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	18,742,800	24,505,320	23,420,460	24,579,400	74,080	25,073,580
Net Increase (Decrease) in Fund Balance	2,341,030	(1,612,880)	(2,549,180)	(832,040)	780,850	(556,140)
FY Beginning Balance	1,258,770	2,047,620	3,599,800	1,050,620	(997,000)	218,580
FY Ending Balance	3,599,800	434,740	1,050,620	218,580	(216,160)	(337,560)



Convention Center

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	2,214,540	1,800,000	2,463,790	1,800,000	0	1,800,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	335,700	159,100	583,210	233,700	74,600	250,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	6,421,030	6,595,370	7,249,410	6,601,840	6,470	6,497,500
Miscellaneous	1,229,910	160,000	73,690	392,430	232,430	409,410
Revenue Subtotal	10,201,180	8,714,470	10,370,100	9,027,970	313,500	8,956,910
Prior Year Cancellations	397,400	0	3,810	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	397,400	0	3,810	0	0	0
Total Revenues/Resources	10,598,580	8,714,470	10,373,910	9,027,970	313,500	8,956,910
Expenditures/Uses						
Personnel Services	107,830	124,260	125,670	118,500	(5,760)	118,500
Employee Benefits	43,340	54,150	49,500	50,440	(3,710)	50,440
Non-Personnel	8,734,940	9,007,570	8,648,350	9,138,550	130,980	9,139,470
Properties	0	0	0	0	0	0
Debt Service	300,580	388,960	338,380	329,660	(59,300)	222,010
Expenditures Subtotal	9,186,690	9,574,940	9,161,900	9,637,150	62,210	9,530,420
Transfers Out	1,270,000	675,000	675,000	230,000	(445,000)	230,000
Subtotal	1,270,000	675,000	675,000	230,000	(445,000)	230,000
Total Expenditures/Uses	10,456,690	10,249,940	9,836,900	9,867,150	(382,790)	9,760,420
Net Increase (Decrease) in Fund Balance	141,890	(1,535,470)	537,010	(839,180)	696,290	(803,510)
FY Beginning Balance	4,245,700	2,783,620	4,387,590	4,924,600	2,140,980	4,085,420
FY Ending Balance	4,387,590	1,248,150	4,924,600	4,085,420	2,837,270	3,281,910



County Law Enforcement Applied Regionally (CLEAR)

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	4,365,610	5,137,530	3,699,730	5,188,280	50,740	5,263,160
Charges for Services	0	0	0	0	0	0
Miscellaneous	14,040	0	0	0	0	0
Revenue Subtotal	4,379,650	5,137,530	3,699,730	5,188,280	50,740	5,263,160
Prior Year Cancellations	363,500	0	147,820	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	363,500	0	147,820	0	0	0
Total Revenues/Resources	4,743,150	5,137,530	3,847,550	5,188,280	50,740	5,263,160
Expenditures/Uses						
Personnel Services	1,036,600	1,451,000	1,035,440	1,487,300	36,300	1,518,360
Employee Benefits	300,080	437,960	338,110	473,860	35,900	486,300
Non-Personnel	2,179,360	3,397,110	2,191,090	3,392,980	(4,130)	3,425,590
Properties	0	0	0	0	0	0
Debt Service	0	20,000	0	0	(20,000)	0
Expenditures Subtotal	3,516,040	5,306,070	3,564,640	5,354,140	48,070	5,430,250
Transfers Out	19,990	19,990	19,990	20,010	10	19,990
Subtotal	19,990	19,990	19,990	20,010	10	19,990
Total Expenditures/Uses	3,536,030	5,326,060	3,584,630	5,374,150	48,080	5,450,240
Net Increase (Decrease) in Fund Balance	1,207,120	(188,530)	262,920	(185,870)	2,660	(187,080)
FY Beginning Balance	(680,030)	1,406,970	527,090	790,010	(616,960)	604,140
FY Ending Balance	527,090	1,218,440	790,010	604,140	(614,300)	417,060



General Aviation

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	67,360	25,000	47,870	25,000	0	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,159,180	2,025,000	2,095,530	2,065,500	40,500	2,106,810
Miscellaneous	0	0	28,280	0	0	0
Revenue Subtotal	2,226,540	2,050,000	2,171,680	2,090,500	40,500	2,131,810
Prior Year Cancellations	50,810	0	60	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	50,810	0	60	0	0	0
Total Revenues/Resources	2,277,350	2,050,000	2,171,740	2,090,500	40,500	2,131,810
Expenditures/Uses						
Personnel Services	742,650	841,520	853,800	868,990	27,470	888,800
Employee Benefits	257,380	378,350	280,730	403,680	25,330	414,390
Non-Personnel	668,920	731,250	708,870	803,910	72,660	809,100
Properties	127,210	47,310	47,310	47,780	470	48,260
Debt Service	60,670	57,400	57,390	55,880	(1,520)	54,120
Expenditures Subtotal	1,856,830	2,055,830	1,948,100	2,180,240	124,410	2,214,670
Transfers Out	678,400	703,400	703,400	592,000	(111,400)	340,000
Subtotal	678,400	703,400	703,400	592,000	(111,400)	340,000
Total Expenditures/Uses	2,535,230	2,759,230	2,651,500	2,772,240	13,010	2,554,670
Net Increase (Decrease) in Fund Balance	(257,880)	(709,230)	(479,760)	(681,740)	27,490	(422,860)
FY Beginning Balance	2,433,710	1,813,610	2,175,830	1,696,070	(117,540)	1,014,330
FY Ending Balance	2,175,830	1,104,380	1,696,070	1,014,330	(90,050)	591,470



Hazard Abatement

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	849,680	659,310	857,950	915,000	255,690	915,000
Miscellaneous	105,470	0	248,160	0	0	0
Revenue Subtotal	955,150	659,310	1,106,110	915,000	255,690	915,000
Prior Year Cancellations	96,090	0	69,630	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	96,090	0	69,630	0	0	0
Total Revenues/Resources	1,051,240	659,310	1,175,740	915,000	255,690	915,000
Expenditures/Uses						
Personnel Services	0	130,390	65,250	130,390	0	130,390
Employee Benefits	0	56,580	20,610	55,520	(1,060)	55,520
Non-Personnel	835,170	851,290	650,650	847,700	(3,590)	847,700
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	835,170	1,038,260	736,510	1,033,610	(4,650)	1,033,610
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	835,170	1,038,260	736,510	1,033,610	(4,650)	1,033,610
Net Increase (Decrease) in Fund Balance	216,070	(378,950)	439,230	(118,610)	260,340	(118,610)
FY Beginning Balance	1,940,360	1,656,330	2,156,430	2,595,660	939,330	2,477,050
FY Ending Balance	2,156,430	1,277,380	2,595,660	2,477,050	1,199,670	2,358,440



Income Tax-Infrastructure

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	17,901,770	18,110,000	18,633,910	18,677,420	567,420	19,118,210
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	630	0	3,190	0	0	0
Charges for Services	257,920	0	171,560	0	0	0
Miscellaneous	272,400	0	394,370	0	0	0
Revenue Subtotal	18,432,720	18,110,000	19,203,030	18,677,420	567,420	19,118,210
Prior Year Cancellations	95,440	0	181,260	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	95,440	0	181,260	0	0	0
Total Revenues/Resources	18,528,160	18,110,000	19,384,290	18,677,420	567,420	19,118,210
Expenditures/Uses						
Personnel Services	10,205,510	11,438,850	10,243,980	10,870,720	(568,130)	11,200,470
Employee Benefits	3,772,890	4,078,110	4,211,260	4,653,280	575,170	5,207,460
Non-Personnel	4,724,380	4,980,450	4,603,140	4,845,950	(134,500)	4,627,960
Properties	10,700	12,040	0	12,160	120	12,280
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	18,713,480	20,509,450	19,058,380	20,382,110	(127,340)	21,048,170
Transfers Out	963,770	910,260	1,910,260	879,910	(30,350)	884,210
Subtotal	963,770	910,260	1,910,260	879,910	(30,350)	884,210
Total Expenditures/Uses	19,677,250	21,419,710	20,968,640	21,262,020	(157,690)	21,932,380
Net Increase (Decrease) in Fund Balance	(1,149,090)	(3,309,710)	(1,584,350)	(2,584,600)	725,110	(2,814,170)
FY Beginning Balance	10,760,210	9,016,710	9,611,120	8,026,770	(989,940)	5,442,170
FY Ending Balance	9,611,120	5,707,000	8,026,770	5,442,170	(264,830)	2,628,000



Income Tax-Transit

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	53,705,320	54,329,030	55,901,720	56,032,260	1,703,230	57,354,620
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	133,620	125,000	109,320	125,000	0	125,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,350	0	1,610	0	0	0
Miscellaneous	36,000	0	1,820	0	0	0
Revenue Subtotal	53,877,290	54,454,030	56,014,470	56,157,260	1,703,230	57,479,620
Prior Year Cancellations	358,330	0	0	0	0	0
Transfers In	2,000,000	0	3,000,000	0	0	0
Subtotal	2,358,330	0	3,000,000	0	0	0
Total Revenues/Resources	56,235,620	54,454,030	59,014,470	56,157,260	1,703,230	57,479,620
Expenditures/Uses						
Personnel Services	121,170	267,290	204,650	250,530	(16,760)	259,530
Employee Benefits	36,190	54,930	62,470	55,660	730	59,660
Non-Personnel	58,491,150	53,346,520	56,259,130	55,683,150	2,336,630	56,087,390
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	58,648,510	53,668,740	56,526,250	55,989,340	2,320,600	56,406,580
Transfers Out	100,000	100,000	100,000	100,000	0	100,000
Subtotal	100,000	100,000	100,000	100,000	0	100,000
Total Expenditures/Uses	58,748,510	53,768,740	56,626,250	56,089,340	2,320,600	56,506,580
Net Increase (Decrease) in Fund Balance	(2,512,890)	685,290	2,388,220	67,920	(617,370)	973,040
FY Beginning Balance	8,526,440	4,920,120	6,013,550	8,401,770	3,481,650	8,469,690
FY Ending Balance	6,013,550	5,605,410	8,401,770	8,469,690	2,864,280	9,442,730



Metropolitan Sewer District

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	36,470	28,000	28,000	28,280	280	28,560
Courts & Use of Money & Property	2,802,940	2,365,350	2,365,350	1,573,080	(792,280)	1,426,160
Revenue from Other Agencies	22,210	15,000	15,000	15,150	150	15,300
Charges for Services	294,522,650	277,095,440	277,095,440	276,680,880	(414,560)	278,887,200
Miscellaneous	1,633,060	1,273,050	1,273,050	1,285,780	12,730	1,298,640
Revenue Subtotal	299,017,330	280,776,840	280,776,840	279,583,170	(1,193,680)	281,655,860
Prior Year Cancellations	13,852,620	0	4,359,050	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	13,852,620	0	4,359,050	0	0	0
Total Revenues/Resources	312,869,950	280,776,840	285,135,890	279,583,170	(1,193,680)	281,655,860
Expenditures/Uses						
Personnel Services	38,812,710	41,362,790	41,362,790	43,274,630	1,911,840	44,586,320
Employee Benefits	13,970,050	16,339,430	16,339,430	17,847,590	1,508,160	18,447,770
Non-Personnel	70,249,510	66,737,120	66,737,120	73,256,540	6,519,420	72,821,360
Properties	2,853,510	2,656,800	2,656,800	3,864,500	1,207,700	4,149,100
Debt Service	81,323,360	92,802,970	92,802,970	91,231,700	(1,571,270)	96,490,520
Expenditures Subtotal	207,209,140	219,899,110	219,899,110	229,474,960	9,575,850	236,495,070
Transfers Out	85,680,000	85,680,000	85,680,000	64,000,000	(21,680,000)	62,000,000
Subtotal	85,680,000	85,680,000	85,680,000	64,000,000	(21,680,000)	62,000,000
Total Expenditures/Uses	292,889,140	305,579,110	305,579,110	293,474,960	(12,104,150)	298,495,070
Net Increase (Decrease) in Fund Balance	19,980,810	(24,802,270)	(20,443,220)	(13,891,790)	10,910,470	(16,839,210)
FY Beginning Balance	85,670,250	92,541,450	105,651,060	85,207,840	(7,333,610)	71,316,050
FY Ending Balance	105,651,060	67,739,180	85,207,840	71,316,050	3,576,870	54,476,840



Municipal Golf

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	20,030	25,000	20,470	25,000	0	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,648,700	5,875,000	5,466,050	5,875,000	0	5,875,000
Miscellaneous	510	0	2,200	0	0	0
Revenue Subtotal	5,669,240	5,900,000	5,488,720	5,900,000	0	5,900,000
Prior Year Cancellations	7,950	0	7,470	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	7,950	0	7,470	0	0	0
Total Revenues/Resources	5,677,190	5,900,000	5,496,190	5,900,000	0	5,900,000
Expenditures/Uses						
Personnel Services	181,890	209,660	149,220	212,050	2,390	214,090
Employee Benefits	60,170	74,910	46,750	77,690	2,780	78,860
Non-Personnel	5,063,910	5,557,940	5,462,420	5,230,390	(327,550)	5,285,020
Properties	0	0	0	0	0	0
Debt Service	309,950	297,290	297,290	40,630	(256,660)	39,130
Expenditures Subtotal	5,615,920	6,139,800	5,955,680	5,560,760	(579,040)	5,617,100
Transfers Out	0	0	235,000	1,500	1,500	0
Subtotal	0	0	235,000	1,500	1,500	0
Total Expenditures/Uses	5,615,920	6,139,800	6,190,680	5,562,260	(577,540)	5,617,100
Net Increase (Decrease) in Fund Balance	61,270	(239,800)	(694,490)	337,740	577,540	282,900
FY Beginning Balance	1,460,790	1,582,900	1,522,060	827,570	(755,330)	1,165,310
FY Ending Balance	1,522,060	1,343,100	827,570	1,165,310	(177,790)	1,448,210



Municipal Motor Vehicle License Tax

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	2,743,120	2,600,000	2,750,390	3,200,000	600,000	3,900,000
Charges for Services	70,610	0	68,450	0	0	0
Miscellaneous	25,200	0	57,040	0	0	0
Revenue Subtotal	2,838,930	2,600,000	2,875,880	3,200,000	600,000	3,900,000
Prior Year Cancellations	29,020	0	34,570	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	29,020	0	34,570	0	0	0
Total Revenues/Resources	2,867,950	2,600,000	2,910,450	3,200,000	600,000	3,900,000
Expenditures/Uses						
Personnel Services	1,303,270	1,431,750	1,400,490	1,458,770	27,020	1,488,290
Employee Benefits	503,700	669,890	591,970	714,620	44,730	733,740
Non-Personnel	877,960	952,010	1,704,080	1,548,420	596,410	1,553,710
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	2,684,930	3,053,650	3,696,540	3,721,810	668,160	3,775,740
Transfers Out	39,740	39,700	39,700	39,680	(10)	39,620
Subtotal	39,740	39,700	39,700	39,680	(10)	39,620
Total Expenditures/Uses	2,724,670	3,093,350	3,736,240	3,761,490	668,150	3,815,360
Net Increase (Decrease) in Fund Balance	143,280	(493,350)	(825,790)	(561,490)	(68,150)	84,640
FY Beginning Balance	1,872,220	1,562,060	2,015,500	1,189,710	(372,350)	628,220
FY Ending Balance	2,015,500	1,068,710	1,189,710	628,220	(440,490)	712,860



Parking Meter

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	4,520,000	4,520,000	4,725,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	0	0	0	4,520,000	4,520,000	4,725,000
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Revenues/Resources	0	0	0	4,520,000	4,520,000	4,725,000
Expenditures/Uses						
Personnel Services	0	0	0	1,658,030	1,658,030	1,689,920
Employee Benefits	0	0	0	697,700	697,700	721,040
Non-Personnel	0	0	0	2,137,710	2,137,710	1,829,140
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	0	0	0	4,493,440	4,493,440	4,240,100
Transfers Out	0	0	0	0	0	392,560
Subtotal	0	0	0	0	0	392,560
Total Expenditures/Uses	0	0	0	4,493,440	4,493,440	4,632,660
Net Increase (Decrease) in Fund Balance	0	0	0	26,560	26,560	92,340
FY Beginning Balance	0	0	0	0	0	26,560
FY Ending Balance	0	0	0	26,560	26,560	118,900



Parking System Facilities

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	180,200	100,500	210,700	150,000	49,500	150,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	11,367,010	10,824,000	11,486,950	7,751,500	(3,072,500)	7,851,500
Miscellaneous	4,380	0	0	0	0	0
Revenue Subtotal	11,551,590	10,924,500	11,697,650	7,901,500	(3,023,000)	8,001,500
Prior Year Cancellations	412,070	0	1,432,300	0	0	0
Transfers In	420,000	0	0	0	0	392,560
Subtotal	832,070	0	1,432,300	0	0	392,560
Total Revenues/Resources	12,383,660	10,924,500	13,129,950	7,901,500	(3,023,000)	8,394,060
Expenditures/Uses						
Personnel Services	1,983,670	2,466,960	1,986,620	411,680	(2,055,280)	415,740
Employee Benefits	827,680	1,116,370	869,770	202,640	(913,730)	206,300
Non-Personnel	6,506,320	6,423,040	6,232,710	4,707,790	(1,715,250)	4,737,840
Properties	0	0	0	0	0	0
Debt Service	2,065,840	1,964,450	2,021,970	2,129,260	164,810	2,104,740
Expenditures Subtotal	11,383,510	11,970,820	11,111,070	7,451,370	(4,519,450)	7,464,620
Transfers Out	690,600	591,300	501,300	193,500	(397,800)	190,000
Subtotal	690,600	591,300	501,300	193,500	(397,800)	190,000
Total Expenditures/Uses	12,074,110	12,562,120	11,612,370	7,644,870	(4,917,250)	7,654,620
Net Increase (Decrease) in Fund Balance	309,550	(1,637,620)	1,517,580	256,630	1,894,250	739,440
FY Beginning Balance	8,414,080	7,263,940	8,723,630	10,241,210	2,977,270	10,497,840
FY Ending Balance	8,723,630	5,626,320	10,241,210	10,497,840	4,871,520	11,237,280



Recreation Special Activities

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	84,260	83,000	84,140	83,000	0	83,000
Revenue from Other Agencies	385,000	500,000	762,910	500,000	0	500,000
Charges for Services	4,105,040	4,312,000	4,324,130	4,312,000	0	4,312,000
Miscellaneous	64,150	5,000	167,850	5,000	0	5,000
Revenue Subtotal	4,638,450	4,900,000	5,339,030	4,900,000	0	4,900,000
Prior Year Cancellations	49,460	0	105,050	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	49,460	0	105,050	0	0	0
Total Revenues/Resources	4,687,910	4,900,000	5,444,080	4,900,000	0	4,900,000
Expenditures/Uses						
Personnel Services	3,246,550	3,328,420	3,085,330	4,073,400	744,980	3,259,140
Employee Benefits	317,140	242,570	308,670	509,690	267,120	241,990
Non-Personnel	1,250,430	1,466,270	1,368,200	1,617,110	150,840	1,586,580
Properties	64,000	13,160	1,190	13,290	130	13,420
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	4,878,120	5,050,420	4,763,390	6,213,490	1,163,070	5,101,130
Transfers Out	0	0	600,000	0	0	0
Subtotal	0	0	600,000	0	0	0
Total Expenditures/Uses	4,878,120	5,050,420	5,363,390	6,213,490	1,163,070	5,101,130
Net Increase (Decrease) in Fund Balance	(190,210)	(150,420)	80,690	(1,313,490)	(1,163,070)	(201,130)
FY Beginning Balance	2,810,140	2,269,940	2,619,930	2,700,620	430,680	1,387,130
FY Ending Balance	2,619,930	2,119,520	2,700,620	1,387,130	(732,390)	1,186,000



Safe and Clean

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	48,100	50,000	50,000	50,000	0	50,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	48,100	50,000	50,000	50,000	0	50,000
Prior Year Cancellations	0	0	50,190	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	50,190	0	0	0
Total Revenues/Resources	48,100	50,000	100,190	50,000	0	50,000
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Non-Personnel	85,000	50,000	50,000	50,500	500	51,010
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	85,000	50,000	50,000	50,500	500	51,010
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	85,000	50,000	50,000	50,500	500	51,010
Net Increase (Decrease) in Fund Balance	(36,900)	0	50,190	(500)	(500)	(1,010)
FY Beginning Balance	51,750	16,750	14,850	65,040	48,290	64,540
FY Ending Balance	14,850	16,750	65,040	64,540	47,790	63,530



Sawyer Point

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	93,360	20,000	65,600	20,000	0	20,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	774,420	1,037,500	734,260	847,500	(190,000)	847,500
Miscellaneous	0	0	120	0	0	0
Revenue Subtotal	867,780	1,057,500	799,980	867,500	(190,000)	867,500
Prior Year Cancellations	20,540	0	4,470	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	20,540	0	4,470	0	0	0
Total Revenues/Resources	888,320	1,057,500	804,450	867,500	(190,000)	867,500
Expenditures/Uses						
Personnel Services	264,470	665,040	398,370	491,950	(173,090)	550,840
Employee Benefits	95,510	281,980	139,700	284,420	2,440	288,070
Non-Personnel	324,130	788,050	461,200	800,270	12,220	812,090
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	684,110	1,735,070	999,270	1,576,640	(158,430)	1,651,000
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	684,110	1,735,070	999,270	1,576,640	(158,430)	1,651,000
Net Increase (Decrease) in Fund Balance	204,210	(677,570)	(194,820)	(709,140)	(31,570)	(783,500)
FY Beginning Balance	2,211,150	1,596,290	2,415,360	2,220,540	624,250	1,511,400
FY Ending Balance	2,415,360	918,720	2,220,540	1,511,400	592,680	727,900



Stormwater Management

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	210,180	161,000	219,040	26,600	(134,400)	29,800
Revenue from Other Agencies	0	0	8,130	0	0	0
Charges for Services	11,957,100	19,982,400	15,525,850	23,596,100	3,613,700	26,513,460
Miscellaneous	0	0	83,080	0	0	0
Revenue Subtotal	12,167,280	20,143,400	15,836,100	23,622,700	3,479,300	26,543,260
Prior Year Cancellations	825,010	0	295,500	0	0	0
Transfers In	748,490	0	2,090	0	0	0
Subtotal	1,573,500	0	297,590	0	0	0
Total Revenues/Resources	13,740,780	20,143,400	16,133,690	23,622,700	3,479,300	26,543,260
Expenditures/Uses						
Personnel Services	5,122,560	8,607,420	7,752,700	8,839,210	231,790	8,844,790
Employee Benefits	1,809,230	2,982,930	2,774,450	3,406,730	423,800	3,462,510
Non-Personnel	5,293,800	7,107,840	6,856,940	10,014,840	2,907,000	9,990,790
Properties	90,150	210,000	463,220	301,400	91,400	267,220
Debt Service	338,320	823,730	665,170	1,224,930	401,200	1,195,760
Expenditures Subtotal	12,654,060	19,731,920	18,512,480	23,787,110	4,055,190	23,761,070
Transfers Out	1,249,690	1,900,400	1,897,800	1,365,800	(534,600)	643,300
Subtotal	1,249,690	1,900,400	1,897,800	1,365,800	(534,600)	643,300
Total Expenditures/Uses	13,903,750	21,632,320	20,410,280	25,152,910	3,520,590	24,404,370
Net Increase (Decrease) in Fund Balance	(162,970)	(1,488,920)	(4,276,590)	(1,530,210)	(41,290)	2,138,890
FY Beginning Balance	9,862,860	8,426,770	9,699,890	5,423,300	(3,003,470)	3,893,090
FY Ending Balance	9,699,890	6,937,850	5,423,300	3,893,090	(3,044,760)	6,031,980



Street Construction Maintenance & Repair

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	9,948,070	9,925,520	10,058,730	15,279,670	5,354,150	15,427,300
Charges for Services	194,170	140,820	243,280	140,820	0	140,820
Miscellaneous	298,940	0	329,780	0	0	0
Revenue Subtotal	10,441,180	10,066,340	10,631,790	15,420,490	5,354,150	15,568,120
Prior Year Cancellations	163,800	0	156,940	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	163,800	0	156,940	0	0	0
Total Revenues/Resources	10,604,980	10,066,340	10,788,730	15,420,490	5,354,150	15,568,120
Expenditures/Uses						
Personnel Services	5,540,230	5,988,240	5,722,540	6,763,950	775,710	6,932,640
Employee Benefits	2,148,930	2,560,670	2,362,980	3,157,260	596,590	3,253,720
Non-Personnel	3,256,200	3,345,040	4,133,590	5,903,460	2,558,420	5,165,560
Properties	15,480	18,390	15,680	18,570	180	18,760
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	10,960,840	11,912,340	12,234,790	15,843,240	3,930,900	15,370,680
Transfers Out	113,950	113,290	113,290	112,660	(630)	111,970
Subtotal	113,950	113,290	113,290	112,660	(630)	111,970
Total Expenditures/Uses	11,074,790	12,025,630	12,348,080	15,955,900	3,930,270	15,482,650
Net Increase (Decrease) in Fund Balance	(469,810)	(1,959,290)	(1,559,350)	(535,410)	1,423,880	85,470
FY Beginning Balance	4,283,930	3,096,610	3,814,120	2,254,770	(841,840)	1,719,360
FY Ending Balance	3,814,120	1,137,320	2,254,770	1,719,360	582,040	1,804,830



Streetcar Operations

This fund is used by the City to provide funding for the operations and maintenance of the Cincinnati Streetcar.

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	600,000	600,000	600,000
Revenue from Other Agencies	900,000	900,000	900,000	900,000	0	900,000
Charges for Services	1,500,000	1,500,000	1,500,440	1,500,000	0	1,500,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	2,400,000	2,400,000	2,400,440	3,000,000	600,000	3,000,000
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	501,670	501,670	0
Subtotal	0	0	0	501,670	501,670	0
Total Revenues/Resources	2,400,000	2,400,000	2,400,440	3,501,670	1,101,670	3,000,000
Expenditures/Uses						
Personnel Services	167,180	369,010	247,020	333,160	(35,850)	384,690
Employee Benefits	45,710	111,340	50,430	97,120	(14,220)	113,970
Non-Personnel	2,863,450	2,555,110	2,622,320	3,071,390	516,280	3,071,730
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,076,340	3,035,460	2,919,770	3,501,670	466,210	3,570,390
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	3,076,340	3,035,460	2,919,770	3,501,670	466,210	3,570,390
Net Increase (Decrease) in Fund Balance	(676,340)	(635,460)	(519,330)	0	635,460	(570,390)
FY Beginning Balance	2,018,460	0	1,342,120	822,790	822,790	822,790
FY Ending Balance	1,342,120	(635,460)	822,790	822,790	1,458,250	252,400



Water Works

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

	FY 2018 Actual	FY 2019 Approved Update	FY 2019 Actual	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	1,969,910	527,000	2,556,330	1,440,000	913,000	1,240,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	166,954,460	162,915,000	161,985,330	169,380,000	6,465,000	175,300,000
Miscellaneous	217,400	190,000	(901,750)	180,000	(10,000)	180,000
Revenue Subtotal	169,141,770	163,632,000	163,639,910	171,000,000	7,368,000	176,720,000
Prior Year Cancellations	3,295,610	0	2,567,370	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	3,295,610	0	2,567,370	0	0	0
Total Revenues/Resources	172,437,380	163,632,000	166,207,280	171,000,000	7,368,000	176,720,000
Expenditures/Uses						
Personnel Services	33,323,860	39,785,560	34,346,650	41,638,650	1,853,090	42,693,890
Employee Benefits	12,117,600	16,426,100	13,679,010	18,122,490	1,696,390	18,736,130
Non-Personnel	39,193,850	40,641,630	38,137,890	42,167,230	1,525,600	40,637,760
Properties	0	0	0	0	0	0
Debt Service	40,619,480	42,460,370	40,634,590	47,485,600	5,025,230	48,610,370
Expenditures Subtotal	125,254,790	139,313,660	126,798,140	149,413,970	10,100,310	150,678,150
Transfers Out	83,816,600	15,995,800	16,885,800	28,232,000	12,236,200	29,200,000
Subtotal	83,816,600	15,995,800	16,885,800	28,232,000	12,236,200	29,200,000
Total Expenditures/Uses	209,071,390	155,309,460	143,683,940	177,645,970	22,336,510	179,878,150
Net Increase (Decrease) in Fund Balance	(36,634,010)	8,322,540	22,523,340	(6,645,970)	(14,968,510)	(3,158,150)
FY Beginning Balance	97,495,370	42,033,790	60,861,360	83,384,700	41,350,910	76,738,730
FY Ending Balance	60,861,360	50,356,330	83,384,700	76,738,730	26,382,400	73,580,580



Departmental Budgets

This section of the Approved FY 2020-2021 Biennial Operating Budget contains the individual City department budgets.

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

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

Department Budgets

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

Mission Statement

The mission of the department is provided.

Organizational Chart

This chart depicts how the department is organized.

Departmental Budget Summary

This section provides a departmental total Operating Budget table that includes the Approved FY 2018 Budget, the Approved FY 2019 Budget Update, the Approved FY 2020 Budget, the change from the Approved FY 2019 Budget Update to the Approved FY 2020 Budget, and the Approved FY 2021 Budget. The expenditure budget is summarized in the following categories:

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

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

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

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

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

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



Department Agencies

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

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

Agency Budget Summary: Similar to the Departmental Budget Summary, the Agency Budget Summary includes the Approved FY 2018 Budget, the Approved FY 2019 Budget Update, the Approved FY 2020 Budget, the change from the Approved FY 2019 Budget Update to the Approved FY 2020 Budget, and the Approved FY 2021 Budget. The expenditures are summarized by the major expenditure categories described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Agency Revenue, and Total Full-time Equivalent Positions related to the agency are included.

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

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

FY 2020 Department Strategic Priorities: This section summarizes the strategic priorities for each department, highlighting both the milestones for success for each priority as well as data driven performance indicators that will inform the assessment process. Please note that strategic priorities for the Stormwater Management Utility are contained in the section devoted to Water Works.

Notes About the Departmental Budgets

Sewers

The agency listing for the Department of Sewers inadvertently omitted the Debt Service agency in the City Manager's Recommended Budget. While the total Sewers budget amount was correct, the Debt Service agency expenditures were commingled with the Watershed Operations agency and the Sewer Backups agency expenditures. This has been corrected.

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



Departmental Budgets

All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	Councilmember G. Landsman	122,200	0	122,200	0.00	0.00	0.00
	Councilmember P.G. Sittenfeld	122,200	0	122,200	0.00	0.00	0.00
	Councilmember T. Dennard	122,200	0	122,200	0.00	0.00	0.00
	Councilmember D. Mann	122,200	0	122,200	0.00	0.00	0.00
	Councilmember C. Seelbach	122,200	0	122,200	0.00	0.00	0.00
	Councilmember W. Young	122,200	0	122,200	0.00	0.00	0.00
	Councilmember A. Murray	122,200	0	122,200	0.00	0.00	0.00
	City Councilmembers	1,036,570	0	1,036,570	27.00	0.00	27.00
	Councilmember C. Smitherman	122,200	0	122,200	0.00	0.00	0.00
	Councilmember J. Pastor	122,200	0	122,200	0.00	0.00	0.00
	Total		2,136,370	0	2,136,370	27.00	0.00
Office of the Mayor	Office Of The Mayor	883,370	0	883,370	10.00	0.00	10.00
Clerk of Council	Office Of The Clerk Of Council	647,430	0	647,430	6.60	0.00	6.60
City Manager	City Manager's Office	3,925,500	100,000	4,025,500	17.00	0.00	17.00
	Office Of Budget & Evaluation	879,510	195,640	1,075,150	10.00	0.00	10.00
	Emergency Communications Center	10,881,480	958,860	11,840,340	134.00	0.00	134.00
	Office Of Environment and Sustainability	2,457,610	1,079,120	3,536,730	5.00	2.00	7.00
	Retirement Division	0	0	0	0.00	12.00	12.00
	Performance and Data Analytics	708,670	0	708,670	6.00	0.00	6.00
	Internal Audit	443,820	0	443,820	4.00	0.00	4.00
Total		19,296,590	2,333,620	21,630,210	176.00	14.00	190.00
Buildings & Inspections	Buildings & Inspections, Licenses & Permits	7,301,800	69,460	7,371,260	76.00	0.00	76.00
	Property Maintenance Code Enforcement	2,271,550	1,033,610	3,305,160	34.50	0.00	34.50
	Total	9,573,350	1,103,070	10,676,420	110.50	0.00	110.50
Citizen Complaint Authority	Citizen Complaint Authority	691,630	0	691,630	6.00	0.00	6.00
City Planning	City Planning	521,680	0	521,680	10.00	0.00	10.00
Community & Economic Development	Director's Office and Administration	6,253,910	0	6,253,910	8.00	7.00	15.00
	Housing Division	1,427,990	60,850	1,488,840	2.00	7.00	9.00
	Economic Development and Major/Special Projects Division	2,335,880	491,790	2,827,670	13.00	0.00	13.00
Total		10,017,780	552,640	10,570,420	23.00	14.00	37.00
Enterprise Services	Duke Energy Center	0	9,337,150	9,337,150	0.00	0.00	0.00
	Parking Facilities	0	11,444,130	11,444,130	0.00	39.38	39.38
	Total	0	20,781,280	20,781,280	0.00	39.38	39.38
Economic Inclusion	Economic Inclusion	966,330	345,240	1,311,570	9.00	3.00	12.00
Enterprise Technology Solutions	Enterprise Technology Solutions	6,212,040	5,127,830	11,339,870	58.00	5.80	63.80
	CAGIS	0	5,371,540	5,371,540	0.00	18.00	18.00
	CLEAR	0	5,187,050	5,187,050	0.00	14.00	14.00
	Total	6,212,040	15,686,420	21,898,460	58.00	37.80	95.80
Finance	Office of The Director	405,190	134,800	539,990	3.00	0.00	3.00

Departmental Budgets

All Funds Operating Budget Summary by Agency



All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Accounts and Audits	1,497,440	828,720	2,326,160	15.00	4.00	19.00
	Treasury	939,260	129,278,940	130,218,200	9.00	3.00	12.00
	Risk Management	153,670	2,630,290	2,783,960	0.00	19.70	19.70
	Income Tax	3,299,640	0	3,299,640	30.80	0.00	30.80
	Purchasing	1,023,470	1,375,880	2,399,350	18.00	5.00	23.00
	Total	7,318,670	134,248,630	141,567,300	75.80	31.70	107.50
Fire	Fire - Response	109,673,170	0	109,673,170	828.00	0.00	828.00
	Fire - Support Services	11,533,130	0	11,533,130	80.00	0.00	80.00
	Total	121,206,300	0	121,206,300	908.00	0.00	908.00
Health	Office Of The Commissioner	0	2,355,620	2,355,620	0.00	19.80	19.80
	Technical Resources	0	2,374,920	2,374,920	0.00	22.00	22.00
	Community Health Services	0	5,901,980	5,901,980	0.00	68.00	68.00
	Primary Health Care - Programs	0	9,270,790	9,270,790	0.00	90.80	90.80
	Primary Health Care - Centers	0	24,595,610	24,595,610	0.00	189.98	189.98
	School & Adolescent Health	0	10,791,320	10,791,320	0.00	123.75	123.75
	Total	0	55,290,240	55,290,240	0.00	514.33	514.33
Human Resources	Human Resources	2,070,220	452,900	2,523,120	20.10	4.00	24.10
Law	Law - Civil	4,391,120	302,480	4,693,600	40.20	3.00	43.20
	Law - Administrative Hearings & Prosecution	2,978,540	0	2,978,540	31.00	0.00	31.00
	Law - Real Estate	0	1,074,920	1,074,920	0.00	8.00	8.00
	Total	7,369,660	1,377,400	8,747,060	71.20	11.00	82.20
Parks	Office of The Director	296,070	0	296,070	2.00	0.00	2.00
	Operations and Facility Management	5,741,200	10,683,250	16,424,450	107.00	78.40	185.40
	Administration and Program Services	3,032,980	623,850	3,656,830	38.40	6.40	44.80
	Total	9,070,250	11,307,100	20,377,350	147.40	84.80	232.20
Police	Patrol Bureau	101,165,200	990,800	102,156,000	871.00	0.00	871.00
	Police Emergency Communications	0	0	0	0.00	0.00	0.00
	Investigations Bureau	20,433,540	508,200	20,941,740	156.00	0.00	156.00
	Support Bureau	14,601,000	424,000	15,025,000	112.00	0.00	112.00
	Administration Bureau	15,535,460	475,000	16,010,460	104.00	0.00	104.00
	Total	151,735,200	2,398,000	154,133,200	1,243.00	0.00	1,243.00
Public Services	Office of The Director	1,237,220	184,310	1,421,530	10.00	1.00	11.00
	Traffic And Road Operations	0	17,753,770	17,753,770	0.00	166.00	166.00
	Neighborhood Operations	10,342,270	12,391,070	22,733,340	100.00	106.00	206.00
	City Facility Management	2,878,040	3,456,200	6,334,240	1.00	27.00	28.00
	Fleet Services	167,900	17,818,280	17,986,180	2.00	70.00	72.00
	Total	14,625,430	51,603,630	66,229,060	113.00	370.00	483.00
Recreation	West Region	3,105,060	1,113,780	4,218,840	40.61	31.86	72.47
	East Region	2,174,710	1,644,900	3,819,610	33.26	37.59	70.85
	Central Region	2,189,880	1,993,510	4,183,390	42.03	34.74	76.77
	Maintenance	3,042,930	2,028,360	5,071,290	57.84	4.00	61.84
	Golf	0	5,456,390	5,456,390	0.00	2.00	2.00
	Athletics	2,981,340	1,546,970	4,528,310	77.58	13.16	90.74
	Support Services	2,518,460	429,740	2,948,200	36.12	1.00	37.12
	Total	16,012,380	14,213,650	30,226,030	287.44	124.35	411.79



Departmental Budgets

All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Sewers	Office Of the Director	0	3,810,550	3,810,550	0.00	27.00	27.00
	Wastewater Engineering	0	8,974,940	8,974,940	0.00	127.00	127.00
	Project Delivery	0	43,080	43,080	0.00	0.00	0.00
	Wastewater Administration	0	12,948,560	12,948,560	0.00	57.00	57.00
	Information Technology	0	6,478,710	6,478,710	0.00	28.00	28.00
	Wastewater Treatment	0	2,396,530	2,396,530	0.00	23.00	23.00
	MSD Millcreek Section	0	21,070,700	21,070,700	0.00	70.00	70.00
	MSD Little Miami Section	0	7,084,400	7,084,400	0.00	27.00	27.00
	MSD Muddy Creek	0	3,445,150	3,445,150	0.00	18.00	18.00
	MSD Sycamore Section	0	2,527,090	2,527,090	0.00	15.00	15.00
	MSD Taylor Creek Section	0	1,901,680	1,901,680	0.00	11.00	11.00
	MSD Polk Run Section	0	1,579,900	1,579,900	0.00	9.00	9.00
	MSD Pump Stations	0	0	0	0.00	0.00	0.00
	MSD Maintenance Section	0	8,248,420	8,248,420	0.00	69.00	69.00
	Wastewater Collection	0	22,634,070	22,634,070	0.00	161.00	161.00
	Regulatory Compliance & Safety (RCS)	0	7,462,020	7,462,020	0.00	59.00	59.00
	Watershed Operations (WO)	0	9,964,980	9,964,980	0.00	30.00	30.00
	Sewer Backups (SBU)	0	10,703,720	10,703,720	0.00	9.00	9.00
	Debt Service	0	91,231,700	91,231,700	0.00	0.00	0.00
		Total	0	222,506,200	222,506,200	0.00	740.00
Stormwater Management Utility	Stormwater Management Utility	0	10,863,730	10,863,730	0.00	32.00	32.00
Transportation & Engineering	Office of The Director	132,840	1,796,720	1,929,560	9.00	10.00	19.00
	Transportation Planning	223,400	1,814,830	2,038,230	2.00	28.80	30.80
	Engineering	49,450	2,167,820	2,217,270	2.00	65.50	67.50
	Aviation	0	2,083,250	2,083,250	0.00	13.00	13.00
	Traffic Engineering	1,996,130	2,739,650	4,735,780	1.00	27.00	28.00
	Total	2,401,820	10,602,270	13,004,090	14.00	144.30	158.30
Water Works	Business Services	0	11,693,340	11,693,340	0.00	84.00	84.00
	Commercial Services	0	15,878,200	15,878,200	0.00	124.94	124.94
	Water Supply	0	25,716,800	25,716,800	0.00	139.46	139.46
	Water Distribution	0	18,228,270	18,228,270	0.00	142.00	142.00
	Water Quality and Treatment	0	10,061,190	10,061,190	0.00	43.92	43.92
	Engineering	0	7,814,070	7,814,070	0.00	90.46	90.46
	Information Technology	0	8,146,630	8,146,630	0.00	34.00	34.00
	Water Works Debt Service	0	47,143,000	47,143,000	0.00	0.00	0.00
	Total	0	144,681,500	144,681,500	0.00	658.78	658.78

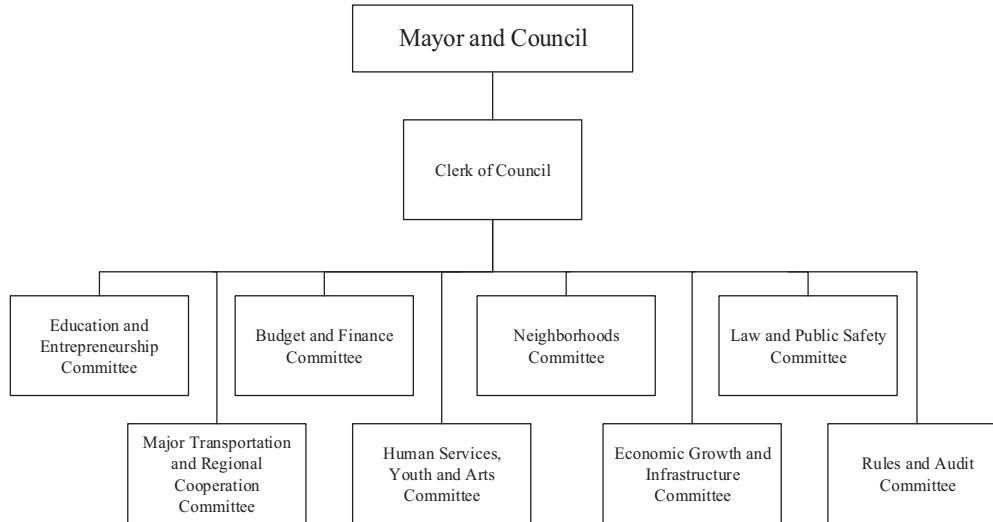


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City Council

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,580,000	1,590,350	1,600,790	10,440	1,584,490
Employee Benefits	469,090	486,700	491,570	4,870	488,190
Non-Personnel	45,050	44,280	44,010	(270)	44,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,094,140	2,121,330	2,136,370	15,040	2,117,140
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	2,094,140	2,121,330	2,136,370	15,040	2,117,140
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Department Agencies

1. Councilmember G. Landsman
2. Councilmember P.G. Sittenfeld
3. Councilmember T. Dennard
4. Councilmember D. Mann
5. Councilmember C. Seelbach
6. Councilmember W. Young
7. Councilmember A. Murray
8. City Councilmembers
9. Councilmember C. Smitherman
10. Councilmember J. Pastor

Agency Summaries

Agency 1: Councilmember G. Landsman

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	0	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 2: Councilmember P.G. Sittenfeld

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.

Departmental Budgets
City Council



Agency 3: Councilmember T. Dennard

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	0	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 4: Councilmember D. Mann

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 5: Councilmember C. Seelbach

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 6: Councilmember W. Young

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.

Departmental Budgets
City Council



Agency 7: Councilmember A. Murray

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 8: City Councilmembers

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	545,000	545,000	545,000	0	535,900
Employee Benefits	469,090	486,700	491,570	4,870	488,190
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,014,090	1,031,700	1,036,570	4,870	1,024,090
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	1,014,090	1,031,700	1,036,570	4,870	1,024,090
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,870	0.00	All Funds	This agency reflects a General Fund increase due to employee benefits increases. There is no change in FTE.



Agency 9: Councilmember C. Smitherman

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	115,000	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	5,010	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120,010	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	120,010	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 10: Councilmember J. Pastor

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	116,150	117,310	1,160	116,510
Employee Benefits	0	0	0	0	0
Non-Personnel	0	4,920	4,890	(30)	4,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	121,070	122,200	1,130	121,450
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	121,070	122,200	1,130	121,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,130	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.

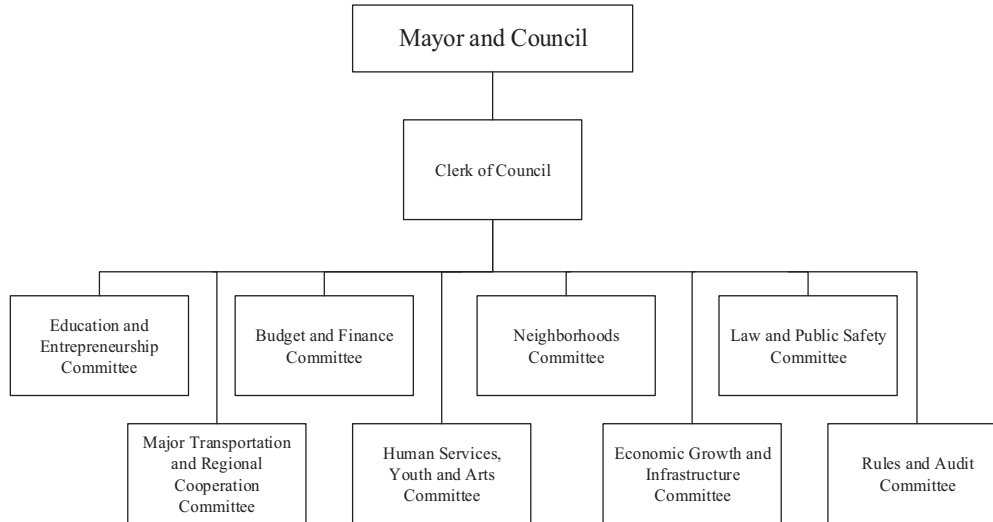


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Office of the Mayor

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	569,990	626,470	652,180	25,710	646,630
Employee Benefits	143,150	195,610	214,940	19,330	217,040
Non-Personnel	12,380	16,340	16,250	(90)	16,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	725,520	838,420	883,370	44,950	880,060
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	725,520	838,420	883,370	44,950	880,060
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.00	10.00	0.00	10.00

Departmental Budgets

Office of the Mayor



Department Agencies

- Office Of The Mayor

Agency Summaries

Agency 1: Office Of The Mayor

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	569,990	626,470	652,180	25,710	646,630
Employee Benefits	143,150	195,610	214,940	19,330	217,040
Non-Personnel	12,380	16,340	16,250	(90)	16,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	725,520	838,420	883,370	44,950	880,060
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	725,520	838,420	883,370	44,950	880,060
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.00	10.00	0.00	10.00

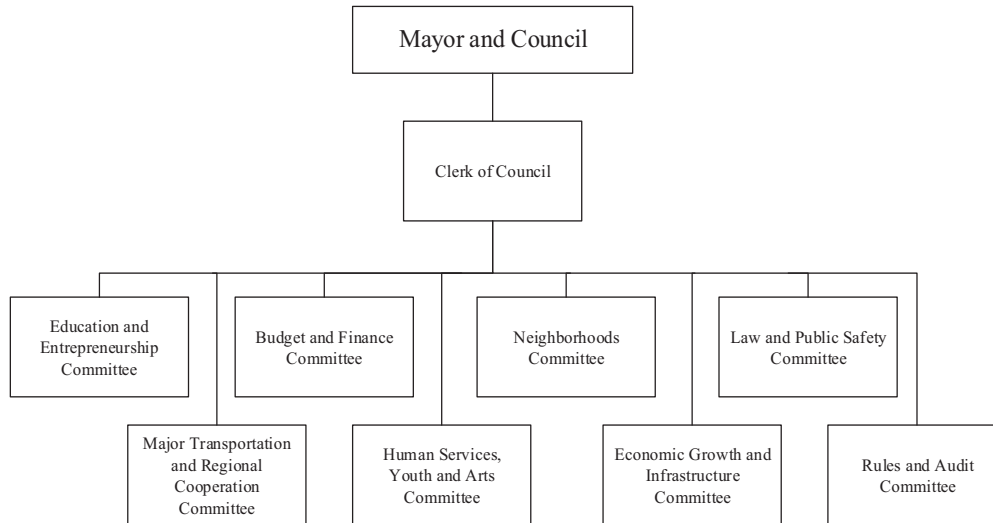
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
44,950	0.00	All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE.



Clerk of Council

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	377,020	382,360	366,950	(15,410)	355,410
Employee Benefits	126,270	135,890	137,280	1,390	133,830
Non-Personnel	181,720	143,520	143,200	(320)	144,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	685,010	661,770	647,430	(14,340)	633,720
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	685,010	661,770	647,430	(14,340)	633,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	1,000	1,000	1,000
Total Full-time Equivalent Positions	5.84	5.84	6.60	0.76	5.60

Departmental Budgets

Clerk of Council



Department Agencies

- Office Of The Clerk Of Council

Agency Summaries

Agency 1: Office Of The Clerk Of Council

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	377,020	382,360	366,950	(15,410)	355,410
Employee Benefits	126,270	135,890	137,280	1,390	133,830
Non-Personnel	181,720	143,520	143,200	(320)	144,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	685,010	661,770	647,430	(14,340)	633,720
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	685,010	661,770	647,430	(14,340)	633,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	1,000	1,000	1,000
Total Full-time Equivalent Positions	5.84	5.84	6.60	0.76	5.60

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(14,540)	0.76	All Funds	This agency reflects a General Fund decrease due to reductions in personnel expenditures. The FTE increase is related to a temporary double-fill of a position pending a retirement.

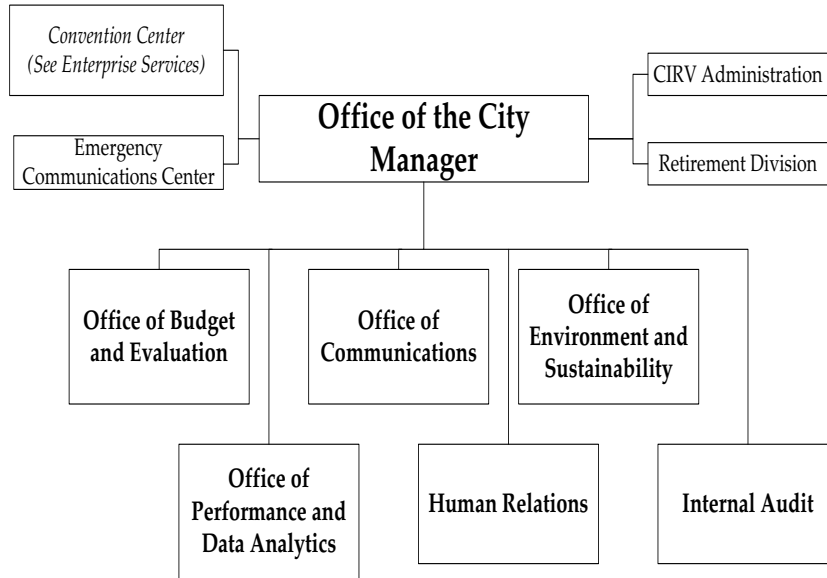
On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(18,800)	0.00	(18,800)	0.00	General Fund	This reflects a reduction to the department's budget. This will result in various reductions to the department's non-personnel budget.
19,000	0.00	19,000	0.00	General Fund	This represents a City Council approved budget adjustment that restores non-personnel funding.



City Manager

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	3,706,780	11,408,810	10,980,780	(428,030)	11,128,380
Employee Benefits	1,084,010	4,434,590	4,482,290	47,700	4,571,100
Non-Personnel	4,706,540	3,548,130	3,833,520	285,390	3,429,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,497,330	19,391,530	19,296,590	(94,940)	19,129,300
Operating Budget Restricted					
Personnel Services	105,660	1,204,480	860,670	(343,810)	860,670
Employee Benefits	43,180	48,880	48,880	0	48,880
Non-Personnel	22,570	1,174,360	1,188,100	13,740	1,098,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	171,410	2,427,720	2,097,650	(330,070)	2,008,490
Internal Service Funds	212,510	229,200	235,970	6,770	241,510
Total	9,881,250	22,048,450	21,630,210	(418,240)	21,379,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	3,930,000	5,459,000	5,659,000	200,000	5,659,000
Total Full-time Equivalent Positions	61.70	208.00	190.00	(18.00)	190.00



Department Agencies

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

Agency Summaries

Agency 1: City Manager's Office

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,812,590	1,788,840	1,716,130	(72,710)	1,738,080
Employee Benefits	513,840	531,030	520,910	(10,120)	531,150
Non-Personnel	1,809,200	1,329,750	1,688,460	358,710	1,287,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,135,630	3,649,620	3,925,500	275,880	3,556,620
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	100,000	100,000	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	100,000	100,000	0	0
Internal Service Funds	0	0	0	0	0
Total	4,135,630	3,749,620	4,025,500	275,880	3,556,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,800,000	2,800,000	2,800,000	0	2,800,000
Total Full-time Equivalent Positions	21.00	21.00	17.00	(4.00)	17.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
54,560	2.00	All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases that are partially offset by leveraged support reductions. The increase in FTE is due to the addition of an Assistant City Manager and a Division Manager.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(37,500)	0.00	(37,500)	0.00	General Fund	This reflects a reduction to the department's budget. This reduces leveraged support for Invest in Neighborhoods.
(348,750)	(4.00)	(362,420)	(4.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates four filled positions: an Administrative Technician, an Assistant to the City Manager, a Clerk Typist 2, and a Division Manager.
111,000	1.00	111,000	1.00	General Fund	This represents a City Council approved budget adjustment that restores a filled Assistant to the City Manager position.
257,750	0.00	257,750	0.00	General Fund	This represents a City Council approved budget adjustment that provides ongoing leveraged support for the Center for Closing the Health Gap.
(71,100)	0.00	(71,100)	0.00	General Fund	This represents an additional budget adjustment to increase position vacancy savings.
37,500	0.00	37,500	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for Invest in Neighborhoods.
76,000	1.00	76,000	1.00	General Fund	This represents an additional budget adjustment to restore a filled Administrative Technician position.
(276,330)	(4.00)	(282,790)	(4.00)	General Fund	This reflects a reduction to the department's budget. This reduction will eliminate four vacant positions (an Administrative Specialist, an Administrative Technician, an Assistant to the City Manager, and a Senior Administrative Specialist) and reduce position vacancy savings.
(52,000)	0.00	(2,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will eliminate Engage Cincy Challenge Grants in FY 2020 and reduce postage costs.
20,000	0.00	20,000	0.00	General Fund	This represents a City Council approved budget adjustment that provides additional non-personnel funding for the Office of Human Relations.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
504,750	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for the Center for Closing the Health Gap and Invest in Neighborhoods.
(100,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will shift resources available for the provision of community media to the Cable Access Management Fund.
100,000	0.00	0	0.00	Cable Access Management	

Departmental Budgets

City Manager



Agency 2: Office Of Budget & Evaluation

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	719,790	714,030	625,370	(88,660)	650,450
Employee Benefits	205,750	236,010	185,930	(50,080)	198,750
Non-Personnel	107,650	68,110	68,210	100	67,850
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,033,190	1,018,150	879,510	(138,640)	917,050
Operating Budget Restricted					
Personnel Services	105,660	160,670	140,670	(20,000)	140,670
Employee Benefits	43,180	48,880	48,880	0	48,880
Non-Personnel	22,570	22,870	6,090	(16,780)	6,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	171,410	232,420	195,640	(36,780)	195,870
Internal Service Funds	0	0	0	0	0
Total	1,204,600	1,250,570	1,075,150	(175,420)	1,112,920
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
61,770	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases and the restoration of one-time budget reductions taken in FY 2019. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(110,180)	(1.00)	(92,220)	(1.00)	General Fund	This reflects a reduction to the department's budget. This reduction will eliminate a vacant Senior Management Analyst position and hold another position vacant for a portion of FY 2020.
(50,000)	0.00	(50,000)	0.00	General Fund	This represents a City Council approved budget adjustment to increase position vacancy savings.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(60,000)	0.00	(60,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for contractual services related to the enterprise-wide budget system.
(17,010)	0.00	(17,010)	0.00	Income Tax-Infrastructure	



Agency 3: Emergency Communications Center

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	7,652,640	7,420,290	(232,350)	7,479,490
Employee Benefits	0	3,228,910	3,316,040	87,130	3,359,750
Non-Personnel	0	174,650	145,150	(29,500)	146,190
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	11,056,200	10,881,480	(174,720)	10,985,430
Operating Budget Restricted					
Personnel Services	0	1,043,810	720,000	(323,810)	720,000
Employee Benefits	0	0	0	0	0
Non-Personnel	0	236,490	238,860	2,370	241,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	1,280,300	958,860	(321,440)	961,240
Internal Service Funds	0	0	0	0	0
Total	0	12,336,500	11,840,340	(496,160)	11,946,670
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	1,340,000	1,300,000	(40,000)	1,300,000
Total Full-time Equivalent Positions	0.00	146.00	134.00	(12.00)	134.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(616,380)	(13.00)	All Funds	This agency reflects an all funds decrease due to a reduction in staffing that transferred sworn officers back to the Police Department and reduced Clerk Typist positions.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
130,340	1.00	131,930	1.00	General Fund	This increase will provide resources for a Deputy Director position at the Emergency Communications Center.
(10,120)	0.00	(10,120)	0.00	General Fund	This reflects a reduction to the department's budget. This represents the elimination of lump sum payments that are no longer necessary in this agency.

Departmental Budgets

City Manager



Agency 4: Office Of Environment and Sustainability

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	434,060	426,810	442,190	15,380	441,070
Employee Benefits	139,620	143,570	155,180	11,610	158,010
Non-Personnel	2,682,390	1,870,770	1,860,240	(10,530)	1,855,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,256,070	2,441,150	2,457,610	16,460	2,455,050
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	815,000	843,150	28,150	851,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	815,000	843,150	28,150	851,380
Internal Service Funds	212,510	229,200	235,970	6,770	241,510
Total	3,468,580	3,485,350	3,536,730	51,380	3,547,940
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,130,000	1,319,000	1,559,000	240,000	1,559,000
Total Full-time Equivalent Positions	7.70	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
26,620	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases as well as inflationary increases to non-personnel spending. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
175,000	1.00	175,000	1.00	General Fund	This represents a City Council approved budget adjustment that restores a filled Environmental Programs Manager position.
(59,390)	0.00	(59,390)	0.00	General Fund	This reflects a reduction to the department's budget. This eliminates leveraged support for the Greater Cincinnati Energy Alliance (GCEA) and Community Urban Agriculture.
37,000	0.00	37,000	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for the Greater Cincinnati Energy Alliance (GCEA).
20,000	0.00	20,000	0.00	Stormwater Management	This represents an increase in the Rumpke recycling contract for increased personnel costs.
(174,620)	(1.00)	(179,500)	(1.00)	General Fund	This represents a reduction to the department's budget. This reduction will eliminate a filled Environmental Programs Manager position.



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
20,000	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for Community Urban Agriculture.

Departmental Budgets

City Manager



Agency 5: Retirement Division

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	13.00	12.00	(1.00)	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	(1.00)	All Funds	The Operating Budget for this program is developed separately and subject to the approval of the Retirement Board. Only the FTE are reflected here. The decrease in FTE is due to the elimination of an Administrative Technician.



Agency 6: Performance and Data Analytics

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	485,000	547,440	482,370	(65,070)	518,370
Employee Benefits	125,480	170,070	168,540	(1,530)	185,360
Non-Personnel	100,930	98,790	57,760	(41,030)	58,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	711,410	816,300	708,670	(107,630)	762,400
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	711,410	816,300	708,670	(107,630)	762,400
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
16,830	0.00	All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	0	0.00	General Fund	This reflects new employment classifications established for both the Director and Deputy Director of the Office of Performance and Data Analytics.
(83,350)	0.00	(44,160)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will keep a Division Manager position vacant for part of FY 2020 and underfill it for the remainder of the fiscal year.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(41,110)	0.00	(41,110)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the number of telephone lines and the contractual services budget used for temporary specialty services.

Departmental Budgets

City Manager



Agency 7: Internal Audit

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	255,340	279,050	294,430	15,380	300,920
Employee Benefits	99,330	125,000	135,690	10,690	138,070
Non-Personnel	6,360	6,060	13,700	7,640	13,750
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	361,030	410,110	443,820	33,710	452,740
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	361,030	410,110	443,820	33,710	452,740
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
27,210	0.00	All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
6,500	0.00	6,500	0.00	General Fund	This represents an increase for training needed for auditors to remain in compliance with Generally Accepted Government Auditing Standards (GAGAS).



Office of Communications

Thriving Neighborhoods

1) Utilize existing communications methods to enhance community engagement efforts.

Description: Work with the ECAT program to enhance and optimize the City's engagement efforts with all segments of the community through Community Councils.

Key Steps/Progress Milestones:

- Identify ways to track and measure ECAT action items as they are developed.
- Work with ECAT to integrate the Communications portal, currently under development, into the City's web presence and City operations.

Fund(s): N.A

Data Capture:

- Tracking of ECAT related engagement enhancements.
- Utilize Communications Portal usage metrics, once available.

2) Enhance Citywide Marketing of Initiatives

Description: Utilize existing communications tools (social media planners, #CityCommunicators Outlook Calendar, email distribution lists, etc.) to better coordinate and cross-promote key City initiatives with involved departments.

Key Steps/Progress Milestones:

- Continue onboarding all City departments and City communications leads to the public-facing City calendar and Outlook event calendar. This will help eliminate internal competition for the promotion of City events, enhance citywide awareness, and increase available media resources.
- Provide continuing education opportunity to City staff on use of social media planning and marketing tools.

Fund(s): N/A

Performance Indicator(s):

- Maintain an active database of all City Communicators that includes what trainings they have received.
- Record Outlook calendar use for 12-month period.



City Manager

- Use media analysis tools and web analytics to determine if enhanced marketing equates to additional coverage/promotion.

Efficient Service Delivery

1) Continue to grow the City's Web Presence

Description: This focuses on continuing to grow the City's web presence and making it available for all segments of the community. This includes touching various social platforms and enhancing overall accessibility.

Key Steps/Progress Milestones:

- Work with OPDA and ETS to track quantifiable online presence metrics and utilize the data to drive targeted, strategic outreach efforts.
- Use data to track the relationship between discrete online and social media tools to strategically drive efforts.
- Work with ETS and OPDA to enhance customer service tools and web accessibility for residents and anyone wishing to utilize web based tools.
- Collaborate with the Office of Aging and Accessibility on ways to improve accessibility and user experience for those who experience digital media in nontraditional ways.

Fund(s): N.A

Performance Indicator(s):

- Number of social media followers on Twitter, Facebook, Nextdoor, Instagram, Vimeo and LinkedIn
- Number of impressions and retweets/shares for each social media platform

Website views overall as well as with specific engagement focused pages, TBD

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

Description: The Communications Office will work with ETS and OPDA to promote and enhance the knowledge, accessibility and ability to use the City's CincyInsights dashboards and Open Data datasets. In addition to promoting government accountability and transparency, Open Data and CincyInsights dashboards create efficiencies for personnel Citywide. By automating publication of datasets these initiatives reduce the staff time spent tracking and compiling information in response to record requests as well as the quality and utility of the data.

Creating these tools only represents half of the challenge. Working to raise awareness and provide education about how to best use the tools is what this priority seeks to accomplish.



Key Steps/Progress Milestones:

- The Office of Communications will continue to actively participate with the Engage Cincy Action Team (ECAT) in order to create strategic outreach opportunities and strategies for promoting the use and capabilities of the data tools.
- Identify key datasets and dashboards to publish that are of interest to the public and assist in reducing staff time and improve data quality.
- Continue work with ETS and OPDA to create online mechanisms for distributing and receiving feedback from residents and stakeholders.

Fund(s): N/A

Performance Indicator(s):

- Utilize feedback and analytics to help determine data sets of interest/importance to residents and stakeholders.
- Develop a strategic marketing plan for the promotion of various dashboards and general data initiatives. This will help to ensure maximum exposure to City data and increase overall transparency.

3) Improve CitiCable Offerings in Terms of Quality and Accessibility

Description: Utilize a new CitiCable playback system (TBD), the new Granicus system (TBD) and improved field streaming technology to increase accessibility and quality of CitiCable programming

Key Steps/Progress Milestones:

- Work with Purchasing, ETS and CitiCable to implement new technologies
- Explore existing on-market technologies to determine if there are any cost-effective tools available to enhance offerings (field meetings, direct-to-social broadcasting, improved archiving software, etc.)
- Evaluate options for increasing captioning (open and closed) for all CitiCable video.

Fund(s): TBD

Performance Indicator(s):

- Use existing cable and web analytics to determine if enhancements in technology and offerings lead to better engagement and increased viewership.



Office of Budget and Evaluation

Efficient Service Delivery

1) Focus on Performance Management to Improve Service Delivery

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

Key Steps/Progress Milestones:

FY19 budget to include OPDA information as agreed upon by Budget and OPDA; support the STAT and iLab programs; utilize Budget Office staff to assist OPDA for reports and as needed for data.

Fund(s): All funds

Data Capture: Number of STAT meetings attended. Number of incorporated performance agreement in FY 2019 budget.

Fiscal Sustainability

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

Description: Develop a structurally balanced budget and develop processes to sustainably ensure sound financial condition in future years. Continue monitoring departments' operating budgets and identify any overages or shortfalls for all funds. Keep City Council members and Mayor informed of current budget issues for fiscal year.

Key Steps/Progress Milestones:

FY19 Budget is to be structurally balanced when presented to the Mayor and City Council; budget monitoring reports submitted to Council monthly from October to February; Final Adjustment Ordinance presented to Council in May to end the year balanced.

Fund(s): All funds

Data Capture: Monthly monitoring reports completed and submitted to council (CFS), FAO submitted by May 1, 2018, budget presented in May as structurally balanced (CBS, CFS, CHRIS).

2) Develop City IT Right -sizing Plan and Implementation Process

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



Key Steps/Progress Milestones:

- Review ETS Staffing and organizational structure
- Review Enterprise Departments IT Staffing and organizational structures
- Review all IT Budgets & Expenditures ETS / All Departments
- Evaluate IT Governance Process

Fund(s): All Funds

Performance Indicator(s):

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with all City Departments / Identify Budgets / Staff
- Q1 2020 Identify / Discuss Opportunities
- Q2 2020 Present Findings for FY21 Implementation

3) Develop Transportation and Engineering Staffing Plan for Implementation in the FY 2021 Budget

Description: The Budget Office will work directly with DOTE to review the current FY 2020 staffing plan and recommend changes to the structure. The goal of this effort is to develop a more efficient structure in DOTE. The Department will be expected to participate in this effort and provide information as necessary.

Key Steps/Progress Milestones:

- Review DOTE Staffing and organizational structure
- Review roles by DOTE and Public Services related to right of way maintenance
- Review all IT Budgets & Expenditures ETS / All Departments
- Propose restructuring of staff to create efficiencies and budget savings

Fund(s): Primarily General Fund and Income Tax Infrastructure Fund

Performance Indicator(s):

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with DOTE and Public Services
- Q1 2020 Identify / Discuss/Recommend FY 2021 Staffing Plan



Office of Environment and Sustainability

Growing Economic Opportunities

1) Implement Large-Scale Solar Project

Description: The Mayor has committed to construction of a 25mW solar project. Such a system would cover more than 100 acres, provide about 20% of city government's energy needs, reduce the City's greenhouse gas emissions, and save money on City utility bills.

Key Steps/Progress Milestones:

- Select Preferred Vendor - 4/19
- Contract for project construction - 7/19
- Complete construction - 7/20

Fund(s) : Vendor will finance the project using a Power Purchase Agreement or similar financial model.

Performance Indicator(s):

- Megawatts of solar panels constructed

Thriving Neighborhoods

1) Enhance Energy Management

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

Key Steps/Progress Milestones:

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

Fund(s): N/A

Performance Indicator(s): Spending on Energy



2) Reduce Annual Energy Consumption

Description: Reduce use of grid energy by 5% per year, starting in FY18. This reduction goal applies to the use of grid electricity, natural gas, and fossil based motor fuels by General Fund Departments. It does not apply to MSD or GCWW because they have their own energy management staff. Energy reduction will be measured on a BTU basis. Achievement of this priority is only possible through upper management support and appropriation of adequate funds.

Key Steps/Progress Milestones:

- Convert all streetlights to LEDs. Conversion of streetlights to LEDs would reduce streetlight energy usage by 50-80%.
- Retrofit City buildings with LED lighting. Conversion from fluorescent lights to LEDs offers substantial savings. Decentralized control of buildings and utility budgets will present a challenge.
- Reduce Gas Streetlights. The City spends more than \$200,000 per year on natural gas for streetlights that provide nearly no useful light. The cost is borne by all residents, even those that don't live in gaslight districts.
- Planned Unit Replacement - R22 Air Conditioners must be phased out, and are typically older inefficient units.

Fund(s): \$500,000 is available in the City's revolving loan fund. Additional funds would be needed to achieve the goal.

Performance Indicator(s):

- Electricity consumed
- Natural gas Consumed
- Fuels for Fleet Consumed
- Streetlights Converted to LEDs
- City Buildings Retrofitted
- Air Conditioner Units Replaced

2) Implement the Green Cincinnati Plan

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

Key Steps/Progress Milestones:

- Quarterly, report on Implementation Progress.



City Manager

- 25% of Plan Recommendations Complete and 75% proceeding on schedule by end of FY20.

Fund(s): Will be needed

Performance Indicator(s):

- Monitoring Dashboard for items outlined in the plan
- 25% of Plan Recommendations Complete and 75% proceeding on schedule by end of FY20.

Efficient Service Delivery

1) Reduce Landfill Dependence

Description: In nature, there is no such thing as garbage. The outputs from every process are the inputs for another process. For the City, every item that we take to the landfill is a lost opportunity to extract value from that item.

Key Steps/Progress Milestones:

- Increase recycling participation and diversion rate
- Create sites that can beneficially reuse wastes from Cincinnati

Fund(s): N/A

Performance Indicator(s):

- Recycling Participation Rate
- Landfill Tonnage Reports

Office of Internal Audit

Efficient Service Delivery

1) Quality Reporting

Description: Produce quality reports that provide recommendations to improve the internal control structure within City government

Key Steps/Progress Milestones:

- Working with the Internal Audit Committee to identify areas of risk.
- Conducting audits per Generally Accepted Government Auditing Standards (GAGAS).
- Properly communicating to management findings and recommendations.



Fund(s): IA's Total Budget Personnel costs Auto Audit Database Training, etc.

Performance Indicator(s):

- Number of reports completed

2) Fraud, Waste, and Abuse Hotline

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

Key Steps/Progress Milestones:

- Respond in a timely manner to all allegations made through the Hotline.

Fund(s): IA's Total Budget

Performance Indicator(s):

- Number of Allegations Received
- Number of Allegations Processed
- Average Time to Process

Office of Performance and Data Analytics

Efficient Service Delivery

1) Promote Government Transparency and Information Accessibility.

Description: The Open Data Portal and CincyInsights, the City's real-time, interactive dashboard portal, are both maintained and updated by OPDA. The goal of publishing high quality data (both as raw data and as interactive dashboards) is to increase government transparency and accountability. While also engaging citizens, increasing data literacy in communities, and maximizing shared information. OPDA's goal is to continue to both increase the volume of data sets published to the Open Data Portal and dashboard for CincyInsights but also improve the user experience to ensure all employees and community members can easily find desired information.

Key Steps/Progress Milestones:

- Continue publishing data sets to Open Data
- Continue to build dashboards for publication to Cincy Insights dashboard portal.
- Increase community engagement to promote data literacy and public use of open data resources.



- Increase volume, quality, and frequency of datasets published to Open Data Portal.

Fund(s): General Fund 050

Performance Indicator(s):

- Amount of data sets published to Open Data
- Amount of CincyInsights Dashboards published
- Amount of enhanced data sets
- Website Analytics

2) Enhance Customer Services Citywide

Description: OPDA will continue to use data analysis, performance management, and process improvement to enhance customer service for the community and employees of City of Cincinnati. In addition to data aggregation and performance monitoring, OPDA will be working with City departments find ways to enhance delivery of key digital services both internally and externally by creatively solving problems, assisting Departments with software/technology selection, and using existing data and technology to improve customer experience.

Key Steps/Progress Milestones:

- Facilitate three innovation labs to create and improve city processes
- Deploy iTeams to address small scale process improvement opportunities
- Continue to identify customer-facing processes that can be re-mapped, streamlined, and made accessible as online applications.
- Deploy new Special Event platform

Fund(s): General Fund 050

Performance Indicator(s):

- Number of iLabs held
- Number of iTeam projects
- Number of solutions created

3) Improve Data Quality and Management Citywide

Description: Continue working with Departments, as well as CAGIS and ETS to improve data quality, from input to analysis. Create guidelines for data validation, particularly for GIS data sets



Key Steps/Progress Milestones:

- Review Department contracts with vendors, with an eye toward data quality, access, ownership, and cloud storage options
- Continue centralizing all City data for processing & automation (for operations management, performance monitoring, & publication via open data), and standardizing fields used city-wide (i.e., Neighborhoods, street names, etc.)
- Hold regular data governance meetings, both citywide and with specific departments/operations, to ensure that agencies are equipped to be data service providers (internally and city-wide)

Fund(s): General Fund 050

Data Capture:

- Data sources identified citywide
- Datasets process for central analysis in OPDA's data warehouse
- Datasets updated daily
- New views/data sets in OPDA's central warehouse
- Additional enrichment processes for enhancing data quality (OPDA ETL)

Fiscal Sustainability

1) Engrain Data-Driven and Performance Based Management

Description: Continue to leverage data analytics framework, innovation lab, performance monitoring, and performance management agreements to maximize fiscally responsible management of city operations and contracts.

Key Steps/Progress Milestones:

- Enhance and continue building out performance agreements for use in ongoing performance monitoring, management, and operational oversight.
- Continue holding PartnerStat meetings to hold outside agencies receiving General Fund grants from the city accountable for spending, performance, and fund management.
- Increase internal access to operational monitoring dashboards

Fund(s): 050



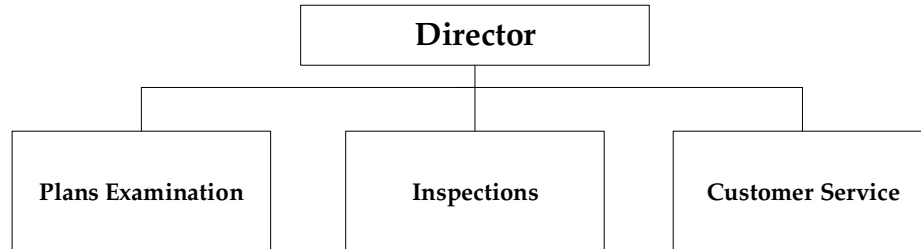
Performance Indicator(s):

- Number of topics in Stat
- Number of departments in monitoring
- Number of monitoring dashboards
- Usage of monitoring dashboards



Buildings & Inspections

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	6,374,900	6,781,100	6,262,170	(518,930)	6,348,810
Employee Benefits	2,706,140	2,841,170	2,576,740	(264,430)	2,633,680
Non-Personnel	1,244,920	746,810	734,440	(12,370)	739,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,325,960	10,369,080	9,573,350	(795,730)	9,721,730
Operating Budget Restricted					
Personnel Services	176,390	174,040	173,970	(70)	173,970
Employee Benefits	77,020	76,000	74,310	(1,690)	74,310
Non-Personnel	846,260	846,400	854,790	8,390	854,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,099,670	1,096,440	1,103,070	6,630	1,103,070
Internal Service Funds	0	0	0	0	0
Total	11,425,630	11,465,520	10,676,420	(789,100)	10,824,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	12,600,370	17,084,070	15,969,260	(1,114,810)	15,969,260
Total Full-time Equivalent Positions	112.50	112.50	110.50	(2.00)	110.50

Departmental Budgets

Buildings & Inspections



Department Agencies

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

Agency Summaries

Agency 1: Buildings & Inspections, Licenses & Permits

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,606,060	4,881,660	4,862,770	(18,890)	4,938,180
Employee Benefits	1,823,560	1,953,730	1,952,020	(1,710)	1,994,210
Non-Personnel	515,620	498,860	487,010	(11,850)	490,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,945,240	7,334,250	7,301,800	(32,450)	7,422,840
Operating Budget Restricted					
Personnel Services	46,000	43,650	43,580	(70)	43,580
Employee Benefits	21,500	20,480	18,790	(1,690)	18,790
Non-Personnel	6,950	7,090	7,090	0	7,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	74,450	71,220	69,460	(1,760)	69,460
Internal Service Funds	0	0	0	0	0
Total	7,019,690	7,405,470	7,371,260	(34,210)	7,492,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	11,941,060	16,424,760	15,054,260	(1,370,500)	15,054,260
Total Full-time Equivalent Positions	72.00	73.00	76.00	3.00	76.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
424,890	3.00	All Funds	This agency reflects an all funds increase due to wage and employee benefits increases as well as the transfer of positions from the Property Maintenance Code Enforcement agency. The increase in FTE is due to the transfer of three positions.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
41,450	0.00	42,040	0.00	General Fund	This increase represents funding for credit card fees which are incurred from financial transactions at the Permit Center and on the Accela Portal.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(61,250)	0.00	(61,250)	0.00	General Fund	This reflects a reduction to the department's budget. This represents the transfer of the Open Counter base contract cost to the Enterprise Software and Licenses non-departmental account.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(434,170)	0.00	(434,170)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction leaves multiple vacant positions unfilled.
(5,130)	0.00	(5,130)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will reduce available personnel reimbursements.

Departmental Budgets

Buildings & Inspections



Agency 2: Property Maintenance Code Enforcement

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,768,840	1,899,440	1,399,400	(500,040)	1,410,630
Employee Benefits	882,580	887,440	624,720	(262,720)	639,470
Non-Personnel	729,300	247,950	247,430	(520)	248,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,380,720	3,034,830	2,271,550	(763,280)	2,298,890
Operating Budget Restricted					
Personnel Services	130,390	130,390	130,390	0	130,390
Employee Benefits	55,520	55,520	55,520	0	55,520
Non-Personnel	839,310	839,310	847,700	8,390	847,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,025,220	1,025,220	1,033,610	8,390	1,033,610
Internal Service Funds	0	0	0	0	0
Total	4,405,940	4,060,050	3,305,160	(754,890)	3,332,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	659,310	659,310	915,000	255,690	915,000
Total Full-time Equivalent Positions	40.50	39.50	34.50	(5.00)	34.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(396,590)	(3.00)	All Funds	This agency reflects an all funds decrease due to the transfer of positions to the Buildings & Inspections, Licenses & Permits agency, which is partially offset by wage and employee benefits increases. The decrease in FTE is due to the position transfers.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(172,470)	(2.00)	(179,300)	(2.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates two vacant Inspector 1 positions.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(185,830)	0.00	(185,830)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction leaves multiple vacant positions unfilled.



Growing Economic Opportunities

1) Coordinate Site Plan Review Process

Description: This initiative, which will go into its second full year, assists in generating timely, coordinated site development reviews involving multiple agencies. This creates an effective means to present a uniform front to developers and a means to collaboratively work with developers to find solutions that work for all agencies. In the 1Q of FY 19, the following benchmarks were achieved:

- Establish multi agency advisory team – Advisory Team
- Create checklist for submission requirements for both the concept and technical reviews
- Establish high level site plan review committee - CSPRO
- Finalize the composition for both Permit Plus and CAGIS Docs to support the proposed process
- Train staff on the various components of the process
- Integrate this process into the roll out of the new Accela platform and OpenCounter

Key Steps/Progress Milestones:

- To continue growth and success with this program, the following actions will need to be met:
- Continue outreach to the development community on this process.
- Periodically review the effectiveness of the model with the development community.
- With adoption of Subdivision Regulations, reconsider the coordination and intake process for City Planning and Zoning to improve seamless submissions
- CSPRO to produce an action agenda, with Advisory Team consultation, to consider other regulatory streamlining, consolidation and realignment of procedures to maximize efficiency
- Working to enhance approach of multi agency team towards an interactive problem-solving approach

Fund(s) : No new staff or revenue streams are proposed.

Performance Indicator(s):

- The following benchmarks will achieve 90% or greater completion rates at the quantified dates, upon submission of complete application:
- Minor Subdivision recommendations within 10 business days (in conjunction with City Planning)



Buildings & Inspections

- Advisory Team recommendations - 15 business days
- Hosted Advisory Team client meetings - 20 business days of complete application submission
- CSPRO recommendations of major Development and Technical Review - 25 business days
- Incur no greater than a 25% revision rate on Advisory Team recommendations
- Complete procedural integration with City Planning on Minor Subdivision procedures.

Thriving and Healthy Neighborhoods

1) Façade and Fire Escape Safety Program

Description: The purpose of this program, currently in its second year, is to manage the risk of non-maintained fire escapes and façade elements on taller buildings. Fire escapes are primarily on older buildings whose design didn't incorporate safe means to exit the building. Most fire escapes are at least 75 years old. When not properly maintained, use of fire escapes are extremely hazardous. Similarly, facades on taller buildings that are not properly maintained can lead to injury or death of pedestrians walking on adjacent sidewalks. Over 2600 buildings are subject to this program. This program requires on a regular cycle for the owner to hire a registered design professional to evaluate the safety and performance of these components and for the owner to affect any repairs specified by the design professional.

Key Steps/Progress Milestones:

Outreach to owners and design professionals was done in year one. Going forward milestones are continuing to send notices to owners of impacted properties and monitoring compliance with the requirements of this program. For owners who don't respond to the orders, utilize advanced enforcement techniques to ensure compliance.

Fund(s): There are no dedicated staff for this program. Rather this is handled as part of the duties of the district inspector. The cost of the program is offset by a report review charge of \$100.

Data Capture:

The various activities of this program are documented in Permits Plus. These data sets allow for the following metrics to be monitored:

- Number of notices issued;
- Number of reports received;
- Number of properties in safe, safe with repairs, and unsafe status;
- Number of violations corrected in the compliance period;
- Number of violations requiring advanced enforcement.



2) Homeowner Assistance and Building Order Remission (HARBOR) Program

Description: This program was launched in 2018, when \$400,000 from the Mayor's initiative to provide funding for Low-Mod Income homeowners to address housing code violations for owner occupants in need. The program was established with the following goals established:

- To serve as a clearing house for Low-Mod homeowner assistance programs from various agencies around the City, simplify processes, and avoid duplication of effort of funders.
- To reach out to homeowners in need who have received notices of code violations or "orders" and are unable to fund the necessary work screen and qualify applicants.
- To work with the B&I to develop a scope of work and to carry out the repairs for the homeowners who qualify.
- To increase health & safety and reduce blight, with a priority in working in NEP neighborhoods to leverage better neighborhood quality of life and value.

Key Steps/Progress Milestones:

- Program Roll Out- Creation of program functional requirements
- Procurement of Vendor- The program administration was competitively bid and awarded
- Referral of Homeowners by B&I- The Inspector encountering distressed owner refer for assistance.
- Reaching out & Qualifying Homeowners- Vendor may make home visit screen the applications
- Preparing a scope and budget for each homeowner- Vendor prepares scope and budget for city approval.
- Maintenance -Ongoing contract compliance, coordination between B&I and vendor bi-monthly teleconference updates.
- Completing the work- Work starts and is completed and inspected and approved

Fund(s): There is no program income anticipated except where costs exceed \$10,000, and an encumbrance is paid at the time of a sale. The program funds do not pay for B&I support staff for overseeing compliance. The funds are General Funds of \$400,000.00, carried over from the previous year. Funding will be required in the budget going forward. The funding is paid to the vendor as work is completed and approved.

Performance Indicator(s):

- Number of code violations corrected - Goal of 75
- Number of clients served- Goal of 22



Buildings & Inspections

- Value of repairs completed Goal of 100% of funding (\$400,000)

Efficient Service Delivery

1) Quality Control Program

Description: The purpose of this program is to randomly sample work performed by each staff member. The purpose to ensure that all work meets the department's quality standards in both technical decision-making as well as customer service. Through this monitoring, the department continually evaluates processes as well as trains our employees.

Key Steps/Progress Milestones:

- The department will be utilizing the program through the following milestones:
- Perform quality control review of each employee on a quarterly basis.
- Document review findings.
- Hold review sessions with each employee.
- Refine procedures and training based on quality control findings.

Fund(s): There are no direct funds expended or taken in as a result of this program.

Performance Indicator(s):

- Number of reviews conducted quarterly# of review sessions held
- # of training sessions held as a result of QA reviews
- # of policies created and processes redefined as a result of QA reviews

2) Implementation of AccelaEdge

Description: Over the next 12-18 months Buildings & Inspections will be transitioning to a new permitting platform. The current system, Permits Plus, will be replaced with software by ACCELA Inc (branded by CAGIS as Edge). This technology will be able to streamline permitting, plan review and inspections; providing a more seamless and updated way of permitting. This platform will move the department towards a fully electronic permitting process, real time interaction with the inspectors out in the field, and a comprehensive view of activity on a property by all city departments. Edge will also provide a better customer experience as it relates to the application submission, progress, and approval process.

Key Steps/Progress Milestones:

The department plans to implement the program through the following milestones:



- Define Stage – this stage includes project kickoff, setup and refinement of schedule
- Standards Architecture and Build – this involves city subject matter experts and CAGIS meeting with the vendor to define data and workflow standards
- Refine Stage – this stage includes initial training, gap analysis and grouping
- Functional Grouping – This involves the vendor defining each phase of permit types into groups for the purpose of prioritizing and designing base configurations
- Develop Stage – this stage includes training, configuration, report building
- Deploy Stage – this stage includes User Testing, Acceptance and Post Production support
- Release Stabilization – This involves the release of the grouped permit types and will require a team of the vendor’s customer support and implementation teams and the city’s operational support

Fund(s): July, 2016 a technology surcharge was implemented on permits to help supplement the cost of upgrading to the Edge platform. In addition, budget approved capital funds in the amount of \$1.5 million was granted to the department to help with the overall implementation.

Performance Indicator(s):

How well tasks listed above are met by defined dates

3) OpenCincy Enhancements - Citizen Access Enhancement/Permit Expediting

Description: Launched late in FY 18, OpenCincy is web based software by OpenCounter that was established as a two prong tool for citizen inquiries.

- Zoning Portal allows citizens to make general queries regarding uses and addresses to discover if a land use is permitted, prohibited or potentially conditionally approvable.
- Business Portal is a more comprehensive query, incorporating all the aspects of the Zoning Portal, then allowing the citizen to review all the permits required for opening a business operation, providing links to applications and providing estimated total costs of all permitting to operationalize a project/business. Currently no direct permitting or payment can be accomplished.

Buildings & Inspections is actively participating on three additional fronts with the Open Counter platform; Residential Portal, Special Events Portal and Business Registration and Licensing Portal.

- Residential Portal development is led by Buildings & Inspections and will be a companion to Business Portal, allowing citizens to identify projects at the location of their residence, to determine if the project is allowable, the permits/procedures involved, and cost estimates for all required permitting.



Buildings & Inspections

- Special Events Portal, championed by OPDA will be a one-stop shop for all requests for special activities, allowing online registration and documentation, multi-agency review and permit approval.
- Business Registration and Licensing Portal is a joint effort led by Buildings & Inspections and Treasury as means to manage multi-agency reviews and permissions for business operations. It is anticipated Short-Term Rental registration will be the pilot project, though if successful could allow swift implementation to other licensing procedures jointly managed currently between the departments.

Key Steps/Progress Milestones:

- 7/1/19 Onboard the Short-Term Rental Registration to be live by 7/1/19 for registration
- 9/30/19 - Onboard the new Residential Portal by 1Q of FY2020
- 12/31/19 – Upon proof of concept of STR Registration develop prioritized list of other functions deployable
- 3/31/20 – Onboard all functionality for renewals and finalize all payment practices.
- 3/31/20 – Deploy at least one new high priority function
- 6/30/20 – Deploy second high priority function
- Continuously monitor CAGIS Edge Deployment to allow Open Counter to be an intake for all future functionality of Accela
- Measure usage rates and user profiles to identify who is most using software
- Execute an education campaign on OpenCincy heightening awareness in key demographics

Fund(s): Open Counter is currently a multi-agency supported software funded through the Office of Performance Data Analytics. All contracts are previously established. Contract continuation is required. Costs already established per existing contracts. If payment processing is deployed, Buildings & Inspections shall continue to engage in cost recovery via its existing practices in the Financial Recovery Fee.

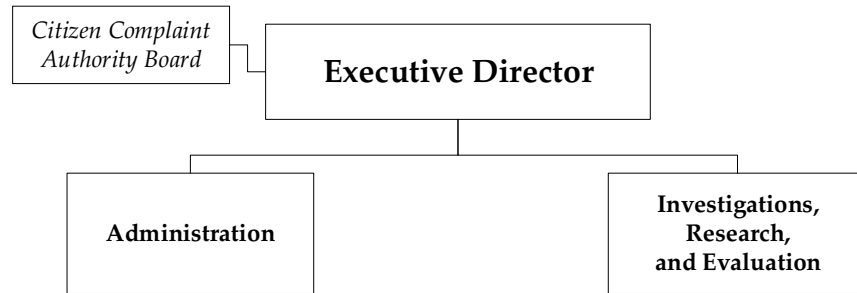
Performance Indicator(s):

- Reallocate 15% of average monthly Zoning Plans Examiner (ZPE) general inquiry calls and walk-ins to the OpenCincy portal
- Ensure 100% of ZPE and Customer Service Representatives (CSR) are competent in performing and demonstrating functionality to citizens
- Provide prominent positioning of functionality on website and lobby kiosk
- Offer citizen training opportunities in ten unique neighborhoods demonstrating all B&I technology platforms to civic leaders and volunteers



Citizen Complaint Authority

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	486,060	483,810	504,970	21,160	511,540
Employee Benefits	157,730	159,880	158,410	(1,470)	160,520
Non-Personnel	29,260	26,820	28,250	1,430	28,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	673,050	670,510	691,630	21,120	700,700
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	673,050	670,510	691,630	21,120	700,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

Departmental Budgets

Citizen Complaint Authority



Department Agencies

1. Citizen Complaint Authority

Agency Summaries

Agency 1: Citizen Complaint Authority

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	486,060	483,810	504,970	21,160	511,540
Employee Benefits	157,730	159,880	158,410	(1,470)	160,520
Non-Personnel	29,260	26,820	28,250	1,430	28,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	673,050	670,510	691,630	21,120	700,700
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	673,050	670,510	691,630	21,120	700,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
21,120	0.00	All Funds	This agency reflects a General Fund increase due to increases in wages, contractual services and subscriptions. There is no change in FTE.



Safety

1) Management of CPD Officer Complaints reported to CCA

Description: Ensure timely response to citizen complaints and track the review of complaints to the completion of investigations with specific concentration on eliminating the investigation backlog. Use complaint data and investigation results to develop policy and procedure recommendations for Cincinnati Police Department (CPD). Publish Annual Report and Patterns Report to assist CPD and stakeholders in the examination of complaint trends and patterns in order to effectively address and reduce complaints as well as undertake problem-solving efforts to determine the reason(s) for the trends and patterns and whether there are opportunities to eliminate or reduce root causes. These criteria are requirements of Cincinnati Administrative Code, Article 28 (CMC Art. 28) and the Collaborative Agreement (CA).

Key Steps/Progress Milestones:

- Address backlog with current staffing of 3 investigators as of September 2018. *Note: CMC Art. 28 states that CCA should have a total of 5 investigators and that CCA should complete investigations within 90 days unless extenuating circumstances.*
- Upon CPD notification or stakeholders' requests, be present at crime scenes to begin preliminary investigations of CPD involved discharges of firearms and serious uses of force cases.
- Further review, analyze and detect patterns.
- Continue to provide recommendations and observations to CPD and monitor implementation/address of recommendations and observations by CPD.
- Conduct research and draft policy and procedure reviews and recommendations.
- Continue to improve and modify CCMS to ensure that the database remains "long term" viable.

Fund(s): General Fund 050

Performance Indicator(s):

- Intake and assign all complaints within 48 hours of receipt
- Amount of Complaints Reviewed
- Allegations Reviewed
- Complaints CCA Investigated
- Investigations Completed
- Publication of Annual Report
- Publication of Annual Patterns Report



2) Community Engagement

Description: To engage stakeholders through community engagements and information dissemination in addition to outreach requests about CCA's enabling statute, mission, investigations, statistics and other relevant topics. To further develop and increase CCA's public relations including updates to the website, social media and its literature.

Key Steps/Progress Milestones:

- Provide training and presentations periodically and upon request.
- Create, provide and disseminate CCA information.
- To create an additional brochure entitled, "WHAT TO DO WHEN YOU COME INTO CONTACT WITH THE POLICE."
- In FY 2018, CCA created a community engagement and training tracking system. CCA will continue to enhance the CCA event tracking database.
- Communicate and update CCA information via its websites and social media.
- Periodically monitor and make modifications to websites and social media to ensure viability.
- Continue to review and evaluate the goals and provisions of the CA as it relates to CCA, and evaluate the progress.

Fund(s) : General Fund 050

Performance Indicator(s):

- Community Engagements and Trainings Held
- Website Analytics for CCA's website
- Publication of the CCA Brochure: "WHAT TO DO WHEN YOU COME INTO CONTACT WITH THE POLICE"

Innovative Government

1) Tracking of CCA Data

Description: Publish a modified database that ensures accountability via data input, analyses and compliance.



Key Steps/Progress Milestones:

- Maintain agency records and files and ensure the investigations process remains in compliance with the Collaborative Agreement.
- Maintain complaint and investigations data in CCA's Citizen Complaint Management System (CCMS).
- Improvements and modifications to CCMS to ensure accurate data and long-term viability.
- Administrative professionals ensure that data related to complaints are entered accurately by reviewing weekly intake information.
- Maintains a daily log of all its data related to complaints to reconcile with data stored in its database.
- Update and modify database as needed.

Fund(s): 050

Performance Indicator(s):

- Complaints assigned with 48 hours
- Implementation of modified database as required and needed

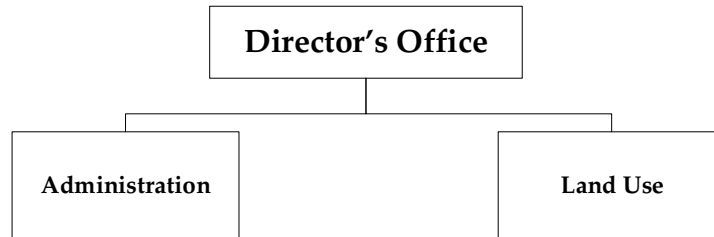


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City Planning

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	531,040	468,360	344,890	(123,470)	372,240
Employee Benefits	163,300	134,700	130,340	(4,360)	141,100
Non-Personnel	48,800	45,400	46,450	1,050	43,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	743,140	648,460	521,680	(126,780)	557,130
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	743,140	648,460	521,680	(126,780)	557,130
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	100,000	336,240	337,000	760	337,000
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)	10.00

Departmental Budgets

City Planning



Department Agencies

1. City Planning

Agency Summaries

Agency 1: City Planning

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	531,040	468,360	344,890	(123,470)	372,240
Employee Benefits	163,300	134,700	130,340	(4,360)	141,100
Non-Personnel	48,800	45,400	46,450	1,050	43,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	743,140	648,460	521,680	(126,780)	557,130
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	743,140	648,460	521,680	(126,780)	557,130
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	100,000	336,240	337,000	760	337,000
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
74,180	0.00	All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(92,350)	(1.00)	(95,940)	(1.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates a filled Administrative Specialist position.



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(108,610)	0.00	(108,610)	0.00	General Fund	This reflects a reduction to the department's budget. Temporary personnel will no longer be utilized to implement Neighborhood Studies related capital projects. Instead, existing staff will perform this work and be reimbursed from the capital projects.



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Growing Economic Opportunities

1) Ensure a Complete Count for the City of Cincinnati in the 2020 US Census

Description: Every 10 years the US Census Bureau counts every resident in the US and asks critical demographic questions that cities use to make decisions and that guide Federal funding. One of Cincinnati's goals in Plan Cincinnati was to increase our population. A complete and accurate count of all residents in Cincinnati helps to achieve this goal of increasing our population and ensuring crucial Federal funding.

To accomplish this, one task completed by the Department of City Planning every 10 years is a complete review and update of all residential addresses in the City. This is a multi-year process. City Planning staff completed the first round of the Local Update of Census Addresses (LUCA) in FY2019 and will work with the Census Bureau to complete the second round in early FY2020.

In addition to the technical work done by the Department, City Planning staff also take on a central role on the Mayor's Complete Count Committee. This is a collaborative group of city-wide stakeholders who spend roughly the year prior to Census Day (April 1, 2020) educating Cincinnati residents about the upcoming census and its importance to our city. Director Katherine Keough-Jurs has been appointed the City's Complete Count Committee Chair by Mayor Cranley and several other staff will dedicate significant time to this project during FY2020.

Key Steps/Progress Milestones:

- LUCA Completion (Summer/Fall 2019)
- Education Phase (April – Dec 2019)
- Awareness Phase (Jan – March 2020)
- Motivation Phase (March – May 2020)

Fund(s) : General Fund 050

Performance Indicator(s):

- Meeting Census deadlines
- Number of Census-related meetings and events
- Non-Response Rate after April 1, 2020
- Total Non-Response Rate for Census 2020



Thriving Neighborhoods

1) Neighborhood Plan Completion

Description: Thus far the Department of City Planning amended 1 neighborhood plan and finalized 2 additional neighborhood plans in FY2019 and currently has 10 neighborhood plans at some level of completion, with 6 additional neighborhoods who have requested a neighborhood plan. A neighborhood plan can currently be a 2 year process or longer. The Department of City Planning would like to complete as many of its outstanding plans as possible in order to respond to future plan requests in a more expedient manner.

Key Steps/Progress Milestones:

- Continue to work through all plans actively in progress to complete them as quickly as the process will allow.
- Assess any plans that have stalled and agree upon a strategy to complete each plan.
- Ensure appropriate community engagement and circulate final drafts to City departments for review.
- Present final plans and recommendations to City Planning Commission and City Council for approval.

Fund(s): General Fund

Data Capture:

- Neighborhood Plans in progress
- Neighborhood Plans completed

2) Plan Cincinnati Progress Report

Description: Plan Cincinnati, the City of Cincinnati's Comprehensive Plan, reached its 6 year milestone in December 2018. In those 6 years, many of the recommendations listed within Plan Cincinnati have been implemented or are in the process of being implemented. The Department of City Planning has been working with other City departments and outside stakeholders to track items successfully implemented and those in progress. The Department of City Planning is finalizing a preliminary report documenting those successes to be released in FY2019 and is currently working with the Office of Performance and Data Analytics (OPDA) to develop a permanent status report that can be updated with greater frequency. In FY2020 our hope is that this database is updated completely and is a permanent part of the CincyInsights dashboard.

Key Steps/Progress Milestones:

- Continually gather data from other City departments and outside partners



- Update Initiative Areas
- Create awareness of the Plan Cincinnati Progress Report

Fund(s): General Fund 050

Performance Indicator(s):

- Number of recommendations with a status update
- Website analytics for Plan Cincinnati Progress Dashboard

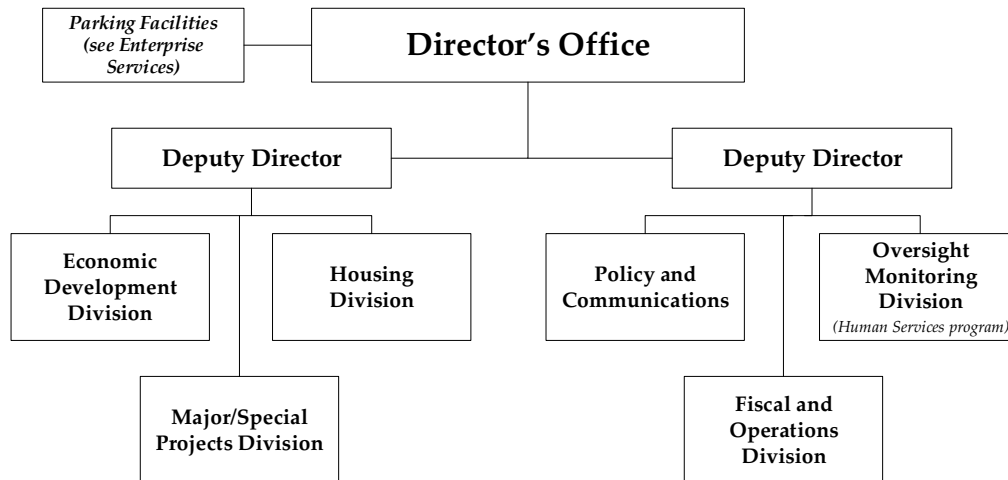


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Community & Economic Development

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,299,030	1,137,890	907,940	(229,950)	957,180
Employee Benefits	301,090	361,140	387,500	26,360	405,560
Non-Personnel	6,919,270	6,818,690	8,722,340	1,903,650	7,906,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,519,390	8,317,720	10,017,780	1,700,060	9,269,380
Operating Budget Restricted					
Personnel Services	172,740	165,030	0	(165,030)	0
Employee Benefits	36,330	55,000	0	(55,000)	0
Non-Personnel	542,310	577,650	552,640	(25,010)	556,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	751,380	797,680	552,640	(245,040)	556,170
Internal Service Funds	0	0	0	0	0
Total	9,270,770	9,115,400	10,570,420	1,455,020	9,825,550
Consolidated Plan Projects (CDBG)	1,931,710	1,793,640	1,398,860	(394,790)	1,446,030
Department Revenue	490,000	640,000	644,000	4,000	644,000
Total Full-time Equivalent Positions	55.00	49.73	37.00	(12.73)	37.00



Department Agencies

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

Agency Summaries

Agency 1: Director's Office and Administration

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	953,340	572,100	407,430	(164,670)	425,080
Employee Benefits	288,240	195,440	117,060	(78,380)	125,060
Non-Personnel	4,404,910	4,595,180	5,729,420	1,134,240	5,293,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,646,490	5,362,720	6,253,910	891,190	5,843,460
Operating Budget Restricted					
Personnel Services	172,740	165,030	0	(165,030)	0
Employee Benefits	36,330	55,000	0	(55,000)	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	209,070	220,030	0	(220,030)	0
Internal Service Funds	0	0	0	0	0
Total	5,855,560	5,582,750	6,253,910	671,160	5,843,460
Consolidated Plan Projects (CDBG)	455,860	854,230	727,910	(126,320)	748,860
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.00	22.00	15.00	(7.00)	15.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(200,170)	(1.00)	All Funds	This agency reflects an all funds decrease due to the elimination of a vacant position, which is partially offset by wage increases and office building rent. The decrease in FTE is due to the transfer of a position to Enterprise Services.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
502,670	0.00	502,670	0.00	General Fund	This represents a net increase in human services leveraged support. Increases in the City Human Services Fund (administered by the United Way) and Strategies to End Homelessness (Winter Shelter) are partially offset by the elimination of leveraged support for the Violence Prevention Program (administered by the United Way) and Cincinnati Works.
250,000	0.00	250,000	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for Cincinnati Works.
(215,920)	(5.00)	(278,130)	(5.00)	General Fund	This reflects a reduction to the department's budget. This reduction will result in the elimination of two filled positions (a Division Manager and a Supervising Management Analyst) and three vacant positions (a Clerk Typist 3, a Senior Community Development Analyst, and a Senior Management Analyst).
(131,450)	(1.00)	(134,190)	(1.00)	Community Development Block Grant	This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Deputy Director position.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
100,000	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for the University of Cincinnati Legal Access Program and the Immigrant and Refugee Law Center (IRLC).
274,580	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for FamiliesFORWARD, Santa Maria Community Services, and the Urban League of Greater Southwestern Ohio.
(40,000)	0.00	(40,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction represents lump sum position vacancy allowance achieved through natural employee turnover.

Departmental Budgets

Community & Economic Development



Agency 2: Housing Division

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	81,850	110,710	116,350	5,640	118,960
Employee Benefits	11,030	10,420	34,530	24,110	35,200
Non-Personnel	636,400	717,150	1,277,110	559,960	1,117,910
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	729,280	838,280	1,427,990	589,710	1,272,070
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	59,070	60,250	60,850	600	61,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	59,070	60,250	60,850	600	61,460
Internal Service Funds	0	0	0	0	0
Total	788,350	898,530	1,488,840	590,310	1,333,530
Consolidated Plan Projects (CDBG)	1,187,300	953,720	670,940	(282,780)	697,160
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	14.00	10.00	9.00	(1.00)	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(36,780)	0.00	All Funds	This agency reflects an all funds decrease due a reduction in taxes and contractual services which is partially offset by wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(104,390)	(1.00)	(106,580)	(1.00)	Community Development Block Grant	This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Supervising Community Development Analyst position.
(145,410)	0.00	(145,410)	0.00	General Fund	This reflects a reduction to the department's budget. This reduces leveraged support for Neighborhood Community Councils and Neighborhood Business Districts and eliminates leveraged support for the Cincinnati Neighborhood Games, Center for Addiction Treatment (CAT), and the Chamber of Commerce - Immigration Center Partnership (COMPASS).
621,250	0.00	621,250	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for the Center for Addiction Treatment (CAT) and the Chamber of Commerce - Immigration Center Partnership (COMPASS) and provides leveraged support for Eviction Prevention Initiatives, GeneroCity 513, and Shelterhouse.



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
151,250	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for the Cincinnati Neighborhood Games, the Center for Addiction Treatment (CAT), and Bethany House.

Departmental Budgets

Community & Economic Development



Agency 3: Economic Development and Major/Special Projects Division

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	263,840	455,080	384,160	(70,920)	413,140
Employee Benefits	1,820	155,280	235,910	80,630	245,300
Non-Personnel	1,877,960	1,506,360	1,715,810	209,450	1,495,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,143,620	2,116,720	2,335,880	219,160	2,153,850
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	483,240	517,400	491,790	(25,610)	494,710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	483,240	517,400	491,790	(25,610)	494,710
Internal Service Funds	0	0	0	0	0
Total	2,626,860	2,634,120	2,827,670	193,550	2,648,560
Consolidated Plan Projects (CDBG)	288,550	(14,310)	0	14,310	0
Agency Revenue	490,000	640,000	644,000	4,000	644,000
Total Full-time Equivalent Positions	19.00	17.73	13.00	(4.73)	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(102,270)	(0.73)	All Funds	This agency reflects an all funds decrease due to the removal of one-time leveraged support which is partially offset by increases in wages and employee benefits. The decrease in FTE is due to the elimination of a Co-Op/Student Intern 3.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(160,960)	(4.00)	(169,010)	(4.00)	General Fund	This reflects a reduction to the department's budget. This reduction will result in the elimination of four vacant positions: a Development Manager, a Development Officer 4, and two Senior Community Development Analysts.
(982,480)	0.00	(982,480)	0.00	General Fund	This reflects a reduction to the department's budget. This eliminates leveraged support for the African American Chamber of Commerce, Homebase Cincinnati (formerly CDC Association of Greater Cincinnati), CincyTech, Cintrifuse, the Film Commission, Hillman Accelerator, MORTAR, and the Regional Economic Development Initiative (REDI).



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
1,339,250	0.00	1,339,250	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for the African American Chamber of Commerce, CincyTech, Cintrifuse, the Film Commission, Homebase Cincinnati (formerly CDC Association of Greater Cincinnati), MORTAR, and the Regional Economic Development Initiative (REDI).
(56,250)	0.00	(56,250)	0.00	General Fund	This represents a City Council approved budget adjustment that changes the Film Commission leveraged support from ongoing to one-time in nature.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
156,250	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support for the Film Commission and the Hillman Accelerator.



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Growing Economic Opportunity

1) Grow Jobs

Description: The creation, attraction and retention of quality jobs is the highest priority of the Department of Community and Economic Development.

Key Steps/Progress Milestones:

- Identification of new job creation opportunities through proactive business engagement, in-person visitation, and response to opportunities brought to the Department.
- Retention of existing jobs within the City. Leverage property tax incentives and payroll incentives as approved by City Council to facilitate existing business expansion, new headquarters selection and small business attraction.

Fund(s) : N/A

Performance Indicator(s):

- Jobs Created
- Jobs Retained

2)Facilitate Investment

Description: Eliminating barriers to real estate and property investment in the City of Cincinnati is a primary focus of the Department of Community and Economic Development. Whether the construction of new infill development, the renovation of historic buildings, or the update of commercial or industrial property, business investment brings jobs, eliminates vacancy and blight, reduces crime, and increases the vibrancy of our neighborhoods.

Key Steps/Progress Milestones:

- Identification of new business and real estate investment opportunities through professional staff response to opportunities brought to the Department.
- Technical advice and business facilitation activities related to helping large and small businesses, both existing and new to the city, with understanding the framework of investment related to economic development incentives, permitting, zoning, water, sewer, and political approval processes.
- Facilitate real estate development opportunities that also lessen the burdens of City land ownership. Improve RFP and Property dashboards and enable external parties to explore potential opportunities on City-owned land. Proactively evaluate City properties for RFP, develop and release RFPs to wide distribution network, undertake processes necessary for recommendation to City Manager and presentation to City Council.



Fund(s) : N/A

Performance Indicator(s):

- Projects Assisted
- Total Investment
- Leverage - Cash (\$ Public Cash / TPC)
- RFP Dashboard
- Property Dashboard
- # of RFPs issued
- # Sale agreements passed by Council

Thriving Neighborhoods

1) Promote diverse range of housing opportunities

Description: The Department of Community and Economic Development provides a variety of various incentives, subsidies, and programs aimed at supporting housing development for residents and families to across the spectrum of housing typologies.

Key Steps/Progress Milestones:

- Release of 1-2 Notice of Funding Availabilities (NOFAs). Through the release and competitive review of the NOFAs, recommending investment in projects that promote thriving and health neighborhoods through diverse housing options.
- Target 80% of NOFA funding for projects designated as affordable.
- Leveraging incremental property based real estate incentives, maximize the creation of new housing with minimal or no impact to the City budget. Increase housing density in the City. Facilitate and incentivize vacant building renovation and infill new construction.
- Collaborate with the Health Department to manage the implementation of the HUD Lead Grant.
- Increase homeownership among low-income through implementation of the American Dream Downpayment Initiative (ADDI).

Fund(s): N/A

Performance Indicator(s):



- Housing Units Created
- Affordable Housing Units
- Single Family Homes (# residential CRAs completed)
- Lead Grant (# properties completed)

2) Business District Improvement

Description: DCED recognizes the impact of healthy business districts in stabilizing neighborhoods and contributing to neighborhood vitality. To further this goal, DCED manages Council-funded grants and other dollars allocated for specific projects in the City. Such projects may include the Masonic Lodge project, the acquisition of the former Mercy Health site in Westwood, or the acquisition of property in Pleasant Ridge, among others.

DCED also administers the annual Neighborhood Business District Improvement Program (NBDIP). NBDIP allocates annual funding for improvement projects that attract and retain small businesses in Cincinnati neighborhood business districts.

The NBDIP program can directly benefit a business district through projects such as business district parking, façade improvements, or building renovations. It can also provide indirect benefits by funding streetscaping or wayfinding signage to make the district more appealing to customers and residents.

Key Steps/Progress Milestones:

- Execute funding agreements for neighborhood development entities to complete acquisition or improvement projects
- Release of NBDIP funding pre-application and application. Through the release, competitive review, technical advice and facilitation, recommend investment in projects that promote success and vibrancy in neighborhood business districts.

Fund(s): Annually allocated by Council

Performance Indicator(s):

- Capital Projects (#)
- NBDIP Projects (#)
- NBDIP Funds (% complete)



Efficient Service Delivery

1) Efficient and Effective Project Management

Description: The Department of Community and Economic Development relies on an overbuilt and expensive software solution for managing and tracking projects and other Department activities. This new Priority for FY20 is born of a need to meet DCED's demanding requirements more effectively and efficiently.

Key Steps/Progress Milestones:

Working with OPDA over the coming year, DCED endeavors to design in-house, in collaboration with OPDA, a new software solution(s) to better equip staff for successfully managing their daily workflow and responsibilities.

Fund(s): N/A

Performance Indicator(s):

- New, In-House Project Management Software practices Implementation
- Annual reporting Automation Information

Fiscal Sustainability

1) Contract Management

Description: The Department of Community and Economic Development is charged with managing and monitoring a variety of legal agreements related to Department activities. These agreements vary in nature, complexity of negotiated obligations, and in term (generally from less than a year to more than 30 years in length).

Documents may include: Development Agreements, Funding Agreements, Commercial Community Reinvestment Area Agreements, Job Creation Tax Credit Agreements, Loan Agreements, Lease Agreements, and service contracts, among others. In addition, DCED is tasked with implementing and monitoring general fund services contracts as directed by City Council.

Key Steps/Progress Milestones:

- Negotiate and execute General Fund and capital projects as funded by City Council.
- Administer federal grant recipient processes, including public participation, program development pursuant to City Council direction, and regular reporting of financial and programmatic status.
- On an ongoing basis, manage General Fund and federal program contracts, including federal reporting requirements, as appropriated by City Council.



- On an ongoing basis, monitor active development incentives including Tax Increment Financing, Commercial Reinvestment Area, Job Creation Tax Credits and Lease Agreements entered into by the Department of Community and Economic Development.
- As necessary, take action with agreements and contracts found to be in default or out of compliance.

Fund(s): N/A

Performance Indicator(s):

- Funding Contract Managed(# Contracts)
- Funding Contracts in Compliance(% Compliant)
- Development Incentives Monitored(# Contracts)
- Development Incentives in Compliance(% Compliant)
- Federal Funds contracted (Contractor or Subrecipient) (# Contracts or Dollar Value)
- Distribution of Funds per Program
- Distribution by Accomplishment or National Objective



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Economic Inclusion

The mission of the Department of Economic Inclusion is to ensure economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serve as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	669,850	657,020	681,240	24,220	693,260
Employee Benefits	219,820	229,100	197,470	(31,630)	205,730
Non-Personnel	229,200	83,770	87,620	3,850	93,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,118,870	969,890	966,330	(3,560)	992,780
Operating Budget Restricted					
Personnel Services	229,030	236,350	256,600	20,250	261,260
Employee Benefits	72,260	79,020	88,640	9,620	90,720
Non-Personnel	12,990	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	314,280	315,370	345,240	29,870	351,980
Internal Service Funds	0	0	0	0	0
Total	1,433,150	1,285,260	1,311,570	26,310	1,344,760
Consolidated Plan Projects (CDBG)	41,190	41,190	0	(41,190)	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Departmental Budgets

Economic Inclusion



Department Agencies

1. Economic Inclusion

Agency Summaries

Agency 1: Economic Inclusion

Description: The Department of Economic Inclusion promotes economic opportunity and inclusion for those seeking to do business with the City and serves as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	669,850	657,020	681,240	24,220	693,260
Employee Benefits	219,820	229,100	197,470	(31,630)	205,730
Non-Personnel	229,200	83,770	87,620	3,850	93,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,118,870	969,890	966,330	(3,560)	992,780
Operating Budget Restricted					
Personnel Services	229,030	236,350	256,600	20,250	261,260
Employee Benefits	72,260	79,020	88,640	9,620	90,720
Non-Personnel	12,990	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	314,280	315,370	345,240	29,870	351,980
Internal Service Funds	0	0	0	0	0
Total	1,433,150	1,285,260	1,311,570	26,310	1,344,760
Consolidated Plan Projects (CDBG)	41,190	41,190	0	(41,190)	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
130,710	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases in addition to various non-personnel increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
140,000	1.00	140,000	1.00	General Fund	This represents a City Council approved budget adjustment that restores a filled Deputy Director position.
(202,250)	(2.00)	(210,590)	(2.00)	General Fund	This reflects a reduction to the department's budget. This will result in the elimination of a filled Deputy Director position and transfers a vacant Administrative Technician position to the Income Tax-Infrastructure Fund.
70,220	1.00	72,620	1.00	Income Tax-Infrastructure	



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(53,500)	0.00	(53,500)	0.00	General Fund	This reflects a reduction to the department's budget. This will reduce the non-personnel budget of the department.
(58,880)	0.00	(58,880)	0.00	Income Tax-Infrastructure	



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Growing Economic Opportunity

1) Significant, Meaningful Progress Towards Certifying All Eligible Firms in Hamilton County

Description: The goal of the certification program is to populate the City's certification database to facilitate the implementation of the M/W/BE requirements of Chapter 323 and Chapter 324 in the Cincinnati Municipal Code. Continuing to increase the number of certified firms, especially women owned firms, expands the City's directory and allows a larger pool of competition among our M/W/SBE firms.

Key Steps/Progress Milestones:

- Continue monitoring and tracking certification against FY 2016, FY 2017 and FY 2018 activity
- Continue to produce quarterly reports for vendor certification
- Take meaningful steps in FY 2020 to operationalize Sec. 323-19- SLBE/ELBE Sheltered Market Program.

Performance Indicator(s):

- Number of Firms certified
- Number of certifications provided to each firm
- Identify specific contracts with a value of \$250,000 or less for award to an SLBE and \$50,000 or less with an ELBE with the City Purchasing Agent and a contracting agency. If feasible, allow for bidding or response exclusively by SLBEs and ELBEs.

2) Implement Award Tracking of MBE and WBE Utilization

Description: Failed attempts to create a B2GNow generated award report led DEI to work with the Office of Performance and Data Analytics to create a working award report function that will accurately capture MBE and WBE Utilization in accordance with Chapter 324 of the CMC. The report was completed at the end of calendar year 2018 and will be implemented for tracking in calendar year 2019.

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

Key Steps/Progress Milestones:

- Currently DEI is tracking and award using various sources which included CFS, B2GNow and Excel. Next Steps are as follows:
- Complete report set up
- Begin data input
- Monitor and track



Economic Inclusion

- Make improvements along the way

Performance Indicator(s):

- Awards properly tracked through new reporting

2) Continue to Increase MBE and WBE Utilization on City Contracts

Description: DEI's goal is to increase the amount of city contract/subcontract dollars to minority and women owned firms. The City's established annual program goals are 17%MBE and 10%WBE. While these percentages are not meant to serve as quotas, and they are in place to aid in the City's evaluation of the effectiveness of the MBE and WBE programs and can be used to identify areas of opportunity or program modification

Key Steps/Progress Milestones:

- Track award and spend to MBE/WBE firms using various sources which include CFS, B2GNow and Excel.
- Distribute quarterly reports to the City Manager and City Council regarding program status.

Performance Indicator(s):

- Tracking of eligible awards within the MBE/WBE Program
- MBE and WBE percentage of contract award (of those awards that are MBE/WBE goal eligible
- Tracking of MBE/WBE spend

Growing Economic Opportunity

1) Partner and Collaboration with Organizations

Description: Capacity building is a large component of any M/W/SBE program. DEI will continue to make a concerted effort to partner and collaborate with organizations that provide capacity building and technical support. DEI at this time is not able to fund these organizations for this effort, but can work with these organizations to enhance our Business Training Center classes.

Key Steps/Progress Milestones:

Success will continue to be measured and tracked based upon offerings in the Business Training Center and also the number of collaboration events held throughout the year that DEI regularly leads and/or participates in.

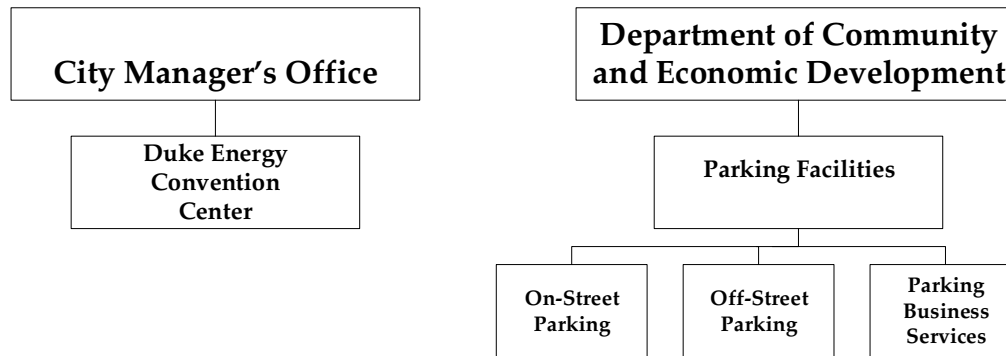
Performance Indicator(s):

Surveys from course and event participants



Enterprise Services

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,341,000	2,404,190	2,166,210	(237,980)	2,202,160
Employee Benefits	969,920	1,067,650	902,500	(165,150)	929,500
Non-Personnel	14,317,160	14,739,860	15,289,540	549,680	15,011,940
Properties	0	0	0	0	0
Debt Service	2,316,650	2,317,540	2,423,030	105,490	2,290,880
Operating Total	19,944,730	20,529,240	20,781,280	252,040	20,434,480
Internal Service Funds	0	0	0	0	0
Total	19,944,730	20,529,240	20,781,280	252,040	20,434,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	19,879,360	19,638,970	21,449,460	1,810,490	21,683,410
Total Full-time Equivalent Positions	49.92	49.91	39.38	(10.53)	39.38

Departmental Budgets

Enterprise Services



Department Agencies

1. Duke Energy Center
2. Parking Facilities

Agency Summaries

Agency 1: Duke Energy Center

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	105,130	124,260	118,500	(5,760)	118,500
Employee Benefits	46,040	54,150	50,440	(3,710)	50,440
Non-Personnel	8,393,470	8,707,570	8,838,550	130,980	8,839,470
Properties	0	0	0	0	0
Debt Service	402,290	388,960	329,660	(59,300)	222,010
Operating Total	8,946,930	9,274,940	9,337,150	62,210	9,230,420
Internal Service Funds	0	0	0	0	0
Total	8,946,930	9,274,940	9,337,150	62,210	9,230,420
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	9,054,860	8,714,470	9,027,960	313,490	8,956,910
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
27,780	0.00	All Funds	This agency reflects a Convention Center Fund increase due to increases in management services which are partially offset by a reduction in debt service payments. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
34,430	0.00	0	0.00	Convention Center	This increase represents additional expert services funding based on the upcoming event schedule.



Agency 2: Parking Facilities

Description: The Parking Facilities agency is responsible for the administration, enforcement, operation, management and maintenance of on-street parking and off-street parking.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,235,870	2,279,930	2,047,710	(232,220)	2,083,660
Employee Benefits	923,880	1,013,500	852,060	(161,440)	879,060
Non-Personnel	5,923,690	6,032,290	6,450,990	418,700	6,172,470
Properties	0	0	0	0	0
Debt Service	1,914,360	1,928,580	2,093,370	164,790	2,068,870
Operating Total	10,997,800	11,254,300	11,444,130	189,830	11,204,060
Internal Service Funds	0	0	0	0	0
Total	10,997,800	11,254,300	11,444,130	189,830	11,204,060
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	10,824,500	10,924,500	12,421,500	1,497,000	12,726,500
Total Full-time Equivalent Positions	49.92	49.91	39.38	(10.53)	39.38

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(390,170)	(10.53)	All Funds	This agency reflects an all funds decrease due to organizational restructuring and the elimination of vacant positions which is partially offset by an increase in expert services. The change in FTE is due to the elimination of vacant positions.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(250,000)	0.00	(575,000)	0.00	Parking Meter	This reflects a reduction to the department's budget. This reduces available resources for contractual services related to parking meter operations as well as citation payment collection and adjudication.
1,000,000	0.00	1,000,000	0.00	Parking System Facilities	This increase represents debt service costs associated with the U-Square Garage.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(170,000)	0.00	(170,000)	0.00	Parking Meter	This reflects a reduction to the department's budget. This reduction increases position vacancy savings based on historical levels of natural employee turnover.

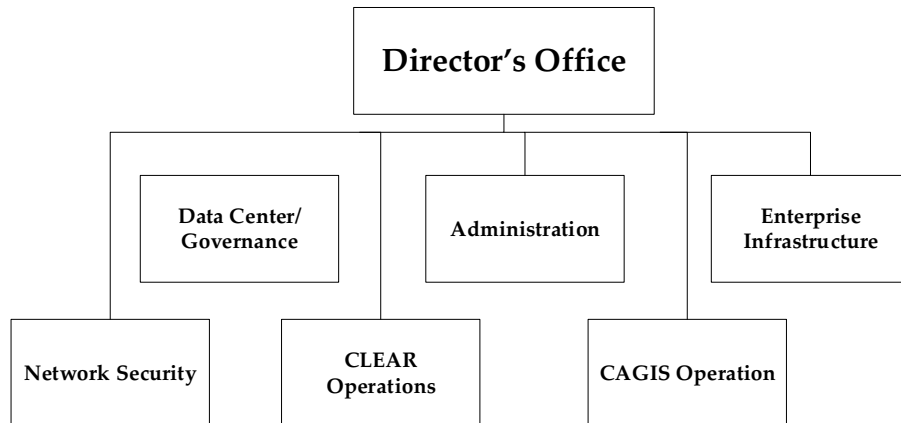


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Enterprise Technology Solutions

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	3,786,060	4,183,190	4,241,100	57,910	4,467,010
Employee Benefits	1,173,850	1,221,100	1,384,000	162,900	1,471,960
Non-Personnel	584,080	1,022,270	586,940	(435,330)	594,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,543,990	6,426,560	6,212,040	(214,520)	6,533,910
Operating Budget Restricted					
Personnel Services	3,931,380	3,272,390	3,323,790	51,400	3,396,070
Employee Benefits	1,144,860	1,044,360	1,046,350	1,990	1,076,090
Non-Personnel	6,022,930	6,534,930	6,522,890	(12,040)	6,588,890
Properties	300,000	0	75,000	75,000	75,000
Debt Service	0	0	0	0	0
Operating Total	11,399,170	10,851,680	10,968,030	116,350	11,136,050
Internal Service Funds	4,215,610	4,601,010	4,718,390	117,380	4,411,810
Total	21,158,770	21,879,250	21,898,460	19,210	22,081,770
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	130	78,000	15,392,950	15,314,950	15,555,470
Total Full-time Equivalent Positions	88.55	95.80	95.80	0.00	95.80



Department Agencies

1. Enterprise Technology Solutions
2. CAGIS
3. CLEAR

Agency Summaries

Agency 1: Enterprise Technology Solutions

Description: Enterprise Technology Solutions provides information technology solutions including consulting, implementation, and support services for enterprise business systems and the City's data, radio, and telephone communications networks.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	3,786,060	4,183,190	4,241,100	57,910	4,467,010
Employee Benefits	1,173,850	1,221,100	1,384,000	162,900	1,471,960
Non-Personnel	584,080	1,022,270	586,940	(435,330)	594,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,543,990	6,426,560	6,212,040	(214,520)	6,533,910
Operating Budget Restricted					
Personnel Services	3,931,380	0	0	0	0
Employee Benefits	1,144,860	0	0	0	0
Non-Personnel	6,022,930	405,390	409,440	4,050	413,540
Properties	300,000	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,399,170	405,390	409,440	4,050	413,540
Internal Service Funds	4,215,610	4,601,010	4,718,390	117,380	4,411,810
Total	21,158,770	11,432,960	11,339,870	(93,090)	11,359,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	130	78,000	5,713,640	5,635,640	5,723,940
Total Full-time Equivalent Positions	88.55	63.80	63.80	0.00	63.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
432,990	3.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to the addition of positions in FY 2019.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(4,590)	0.00	(4,590)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(308,230)	(3.00)	(315,300)	(3.00)	General Fund	This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Senior Computer Programmer/Analyst, a Supervising Management Analyst, and a Telecommunications Specialist 2).
(72,210)	(1.00)	(74,690)	(1.00)	General Fund	This reflects a re-organization which transfers a vacant Computer Programmer/Analyst position to the Cincinnati Police Department.
0	1.00	0	1.00	General Fund	This represents the transfer of a Graphic Designer position to the department which is offset by reimbursements.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(258,430)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This will increase reimbursements from the Enterprise Technology Solutions Fund to the General Fund.
258,430	0.00	0	0.00	Enterprise Technology Solutions	

Departmental Budgets

Enterprise Technology Solutions



Agency 2: CAGIS

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	1,821,390	1,836,490	15,100	1,877,710
Employee Benefits	0	639,500	605,710	(33,790)	623,010
Non-Personnel	0	2,900,330	2,854,340	(45,990)	2,883,630
Properties	0	0	75,000	75,000	75,000
Debt Service	0	0	0	0	0
Operating Total	0	5,361,220	5,371,540	10,320	5,459,350
Internal Service Funds	0	0	0	0	0
Total	0	5,361,220	5,371,540	10,320	5,459,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	4,491,030	4,491,030	4,568,370
Total Full-time Equivalent Positions	0.00	18.00	18.00	0.00	18.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,320	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.



Agency 3: CLEAR

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	1,451,000	1,487,300	36,300	1,518,360
Employee Benefits	0	404,860	440,640	35,780	453,080
Non-Personnel	0	3,229,210	3,259,110	29,900	3,291,720
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	5,085,070	5,187,050	101,980	5,263,160
Internal Service Funds	0	0	0	0	0
Total	0	5,085,070	5,187,050	101,980	5,263,160
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	5,188,280	5,188,280	5,263,160
Total Full-time Equivalent Positions	0.00	14.00	14.00	0.00	14.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
101,980	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.



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Safety

1) 800 Mhz Radio System Monitoring

Description: The backbone of the 800 MHz radio system includes 10 radio towers which are linked together and to the State of Ohio MARCS system through a microwave network. This microwave network system is approximately 15 years old and will go out of support in 2020. The replacement system must be implemented in a way that minimizes disruption to emergency communications. The estimated cost of replacement is \$2.8 Million (\$2 Million has already been allocated). With the redeployment of the Radio System Manager to the Emergency Communications Center, ETS lacks a project manager that can be dedicated to implement the upgrade.

Key Steps/Progress Milestones:

- PHASE I
- Fill FTE vacancy
- Perform lease vs. own analysis
- Acquire remaining \$800,000 in Capital funding.
- PHASE II
- Implementation Plan pending lease vs. own analysis

Fund(s): ETS CIP - \$2,000,000 approved, \$800,000 pending

Performance Indicator(s):

- Fill FTE Vacancy-06/30/2019
- Develop RFP Specifications (City Staff, professional services may also be retained for this task)-09/30/2019
- Issue RFP (City staff)-11/30/2019
- Bid Selection – Selection to be made based on cost and most advantageous to the City (own, lease to own, leased service)-01/31/2020
- Project Kick-Off – City staff, selected vendor, professional services project manager if applicable)-05/30/2020
- Project Completion-12/31/2020



Efficient Service Delivery

1) Cincinnati Financial System (CFS) Upgrade

Description: Upgrade the City's Financial System. The upgrade will keep the city consistent with a proper and fully supported version of the software. This upgrade will require collaboration and input from multiple agencies such as: Accounts and Audits (Accounts payable, budget tables, etc.); Purchasing (Accounts Payable, Vendor Self Service, etc.); and Treasury (Accounts Receivable, etc.)

Key Steps/Progress Milestones:

- Develop Deliverables
- Confirm Desired Upgrade Version
- Complete Statement of Work

Fund(s): Approved Capital funding in the amount of \$700,000

Performance Indicator(s):

- Statement of Work Completed (CGI)-05/30/2019
- Develop and Install 3.11 Application - (CGI develops and installs in their own test environment for testing. It is later installed in the City's test environment for our evaluation)-10/31/2019
- User Testing, Patching and Mods – City identifies issues, CGI provides patches. Both can do some modifications to meet City needs - 03/31/2020
- Go Live, Training, Support – CGI provides training (train the trainers), system goes live. - 4/30/2020
- Post Implementation Support – City identifies issues and notifies CGI who can then provide solutions-7/31/2020

2) Disaster Recovery

Description: Implement Disaster Recovery for the City's enterprise business systems located in the Centennial and City Hall Data Centers PHASE I.

Key Steps/Progress Milestones:

- PHASE I

Identify Design / Equipment (completed)



Order Equipment (completed)

Fiber Buildout (completed)

Draft agreements (completed, enroute for signatures)

Install Equipment

Test

- PHASE II

Develop Written Plan

Exercise Plan

Fund(s): Approved ETS Capital funding

Performance Indicator(s):

- Install Duplicate equipment at remote Data Center (ETS Network Services, Datacenter Team, and Dell)-7/31/19
- Fiber path built to Oarnet (Oarnet refers to the State of Ohio's data center. Jacobs Engineering installs path)-7/31/19
- Test equipment and have it operational (ETS Datacenter Team)-8/31/19
- Draft Disaster Recovery Plan-12/31/19
- Test, Update, Establish Disaster Recovery Plan-06/30/20

3) Metropolitan Area Business Network Upgrade (Phase 1)

Description: Upgrade the City's Metropolitan Area Network (MAN). The main portion of the MAN is a fiber ring and associated electronics throughout the City which connects outlying facilities to central systems. Facilities not directly connected in the ring path have City-owned or commercial lines connecting them to the ring. This is a significant "mega project" to replace a sizeable amount of "core" and "edge" electronics and equipment that make up the City's privately owned MAN.

Key Steps/Progress Milestones:

- Design and Configuration Discussions



- Order Equipment
- Statement of Work for Implementation Services
- Internet Contract / Law Dept.
- Establish Fiber Paths
- Install Equipment
- Test
- Cutover from legacy network to new network

Fund(s): Already approved ETS Capital funding

Performance Indicator(s):

- Fiber circuit completion (ETS Telecom Staff)-7/31/19
- Sites Complete (ETS Network Services, Telecom Staff, and CFM Staff)-8/31/19
- Core Standing (ETS Network Services and Telecom Staff)-8/31/19
- Design and configuration collaboration (ETS Network Services and Cisco)-8/31/19
- Fiber run to Cyrus one (Cincinnati Bell) for Oarnet Connection (Jacobs Engineering)-TBD

Fiscal Sustainability

1) PC Lifecycle Replacement

Description: Microsoft has provided support for Windows 7 for the past 9 years and has now decided to invest their time and effort toward supporting newer technologies in an effort to deliver a new computing experience to their customers.

As a result of this initiative, Microsoft will no longer offer technical assistance and support (i.e., automatic updates to help protect your PC) for Windows 7 after January 14, 2020.

While the PC's and laptops running Windows 7 may continue to work, they will become more vulnerable to security threats like viruses and malicious software, threatening the vitality of the City's network (i.e., the communication line for all City PC's, laptops, and servers). Upgrades are crucial to help protect the City's network and data.

Replacing all existing Windows 7 PCs would cost over \$1.1 Million therefore, Windows 7 systems that meet or exceed the minimum requirements to run Windows 10 will be upgraded. Systems that fail to meet such requirements and are likely at the end of their useful life will be replaced with a new system.



Key Steps/Progress Milestones:

- Assess Need
- Buy Equipment
- Image equipment (Windows 10, Office365, Adobe Reader, Symantek Endpoint, KACE Agent)
- Issue equipment
- Install and finish configuration to customer needs.

Fund(s): \$97,000 in Capital funding already Appropriated, \$500,000 in Capital Recommended for 2020, surplus funding in individual Agency budgets.

Performance Indicator(s):

Identify Need-4/30/19

- City staff will determine number of PCs needed-4/30/19
- City staff will determine number of licenses needed-4/30/19

Purchase Computers/Upgrade Licenses-7/30/19

- Order computers using Dell contract-7/30/19
- Order upgrade licenses using Dell contract-7/30/19

Deploy Computers/Upgrade Licenses-1/14/20

- Use K2000 to apply standard image to PCs-10/1/19
- Deliver PCs to departments-12/1/19

1) IT Service Delivery

Description: Conduct an analysis and develop a recommendation for improving the delivery of IT Services throughout the City in all City Departments. The analysis and recommendation should include a review of Staffing Levels, Budgets, IT Governance, IT Security, Organizational IT Models, and Procurement. Tools, including iLabs or other OPDA data will be used as part of the analysis.

Key Steps / Progress Milestones:

- Review ETS Staffing and organizational structure
- Review Enterprise Departments IT Staffing and organizational structures



- Review all IT Budgets & Expenditures ETS / All Departments
- Evaluate IT Governance Process

Performance Indicators(s):

- Q3 2019 Refine deliverables with Administration
- Q4 2019 One on one meetings with all City Departments / Identify Budgets / Staff
- Q1 2020 Identify / Discuss Opportunities
- Q2 2020 Present Findings for FY21 Implementation

Cincinnati Area Geographic Information System (CAGIS)

Efficient Service Delivery

1) CAGIS EDGE: Continue to Plan & Implement Upgrade of the CAGIS Consortium PermitsPlus Enterprise Land Management Business System

Description: CAGIS EDGE: Enterprise Land Management Business system – currently referred to as Accela PermitsPlus - includes Permitting, Licensing, Code Enforcement, Inspections, etc. There are hundreds of business workflows operational within this platform, utilized by over 550 users daily and supports the daily operations of over 20 Cincinnati and County agencies. This platform needs to be upgraded to the new version called Accela Automation. CAGIS is implementing a strategically focused methodology for migration planning as phase 1 of the overall migration project. This is a multi-year, multi-agency implementation with significant progress made in FY19 with RFP Documents delivered to Cincinnati and Hamilton County Building departments and go-live of the new platform with the most complex workflow - Elevator Annual Certificate/Inspection Program as well as "Annual Dance Hall Licensing" program. Once the Cincinnati and Hamilton County Building departments select a vendor through the RFP process, Implementation of their migration of the will be a key focus for FY20.

Key Steps/Progress Milestones:

- CAGIS will act as the coordinating project manager between the selected implementation vendor/consultant and the Cincinnati and Hamilton County Building departments for the implementation of all workflows in the scope of the RFP.
- Successful delivery of each permit automation workflow per project schedule (currently at around total 60 aggregated and distinct workflows).
- User training sessions - public and internal.



Fund(s): Cincinnati Buildings: \$1,500,000, County Buildings: \$1,650,000

Performance Indicator(s):

- Each workflow implemented in CAGIS Edge

2) GIS New Technology: Continue Implementation for business end users

Description: CAGIS GIS is a key backbone platform for Land process management, integration and coordination of services among agencies. CAGIS is continuing the upgrade and enhancement of GIS technologies. Priority for FY20 will be continued implementation of new technologies for business end users.

Key Steps/Progress Milestones:

- Comprehensive Department of Transportation & Engineering (DOT) Asset Inventory - Phase 3.
- Enhancements of CAGIS Gen8 – Version 2 desktop GIS.
- Enhancements of CAGIS Map portal-Version 2 for online GIS

Fund(s): CAGIS Consortium Operating and Capital

Performance Indicator(s):

- Number of GIS Layers created and apps developed for DOT
- Functionalities added to Gen8
- Functionalities added to CAGIS Map Portal

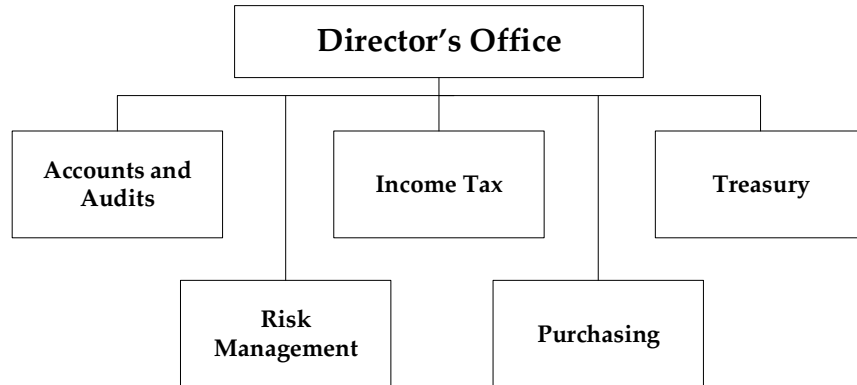


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Finance

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,564,070	4,580,460	4,753,500	173,040	4,840,030
Employee Benefits	1,580,480	1,569,300	1,598,970	29,670	1,632,720
Non-Personnel	1,207,240	1,014,980	966,200	(48,780)	1,015,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,351,790	7,164,740	7,318,670	153,930	7,488,020
Operating Budget Restricted					
Personnel Services	823,630	780,450	1,219,210	438,760	1,243,530
Employee Benefits	270,770	295,150	371,260	76,110	381,050
Non-Personnel	3,825,880	3,826,720	3,958,070	131,350	3,965,000
Properties	0	0	0	0	0
Debt Service	113,350,650	121,400,000	125,429,340	4,029,340	183,102,150
Operating Total	118,270,930	126,302,320	130,977,880	4,675,560	188,691,730
Internal Service Funds	4,268,000	4,586,010	3,270,750	(1,315,260)	3,333,230
Total	129,890,720	138,053,070	141,567,300	3,514,230	199,512,980
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	328,694,650	331,556,720	395,479,140	63,922,420	470,640,710
Total Full-time Equivalent Positions	105.75	104.56	107.50	2.94	107.50

Departmental Budgets

Finance



Department Agencies

1. Office of The Director
2. Accounts and Audits
3. Treasury
4. Risk Management
5. Income Tax
6. Purchasing

Agency Summaries

Agency 1: Office of The Director

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	299,800	304,400	258,050	(46,350)	264,390
Employee Benefits	57,420	66,820	74,180	7,360	76,730
Non-Personnel	23,950	23,160	72,960	49,800	73,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	381,170	394,380	405,190	10,810	414,220
Operating Budget Restricted					
Personnel Services	70,490	55,120	88,790	33,670	90,560
Employee Benefits	13,820	18,420	28,110	9,690	28,670
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	84,310	73,540	116,900	43,360	119,230
Internal Service Funds	12,620	10,720	17,900	7,180	18,040
Total	478,100	478,640	539,990	61,350	551,490
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
116,570	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases and expert services increases. There is no change in FTE.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(59,900)	0.00	(59,900)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction represents savings from staff time being billed to other funds.



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(2,500)	0.00	(2,500)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as subscriptions, travel, training, contractual services, and office machinery.

Departmental Budgets

Finance



Agency 2: Accounts and Audits

Description: Prepares revenue estimates, financial analyses, and the City's annual report. Reconciles employee deductions and tax deposits, and property tax revenue. Processes biweekly payroll for approximately 6,500 employees, and implements government regulations.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,108,340	1,087,310	1,067,570	(19,740)	1,090,600
Employee Benefits	378,000	382,590	381,190	(1,400)	379,800
Non-Personnel	159,460	91,440	48,680	(42,760)	49,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,645,800	1,561,340	1,497,440	(63,900)	1,519,930
Operating Budget Restricted					
Personnel Services	308,540	312,310	289,100	(23,210)	298,840
Employee Benefits	118,370	110,730	102,490	(8,240)	106,060
Non-Personnel	425,080	429,120	437,130	8,010	441,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	851,990	852,160	828,720	(23,440)	846,360
Internal Service Funds	0	0	0	0	0
Total	2,497,790	2,413,500	2,326,160	(87,340)	2,366,290
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	19.00	19.00	0.00	19.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
128,090	0.00	All Funds	This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(17,500)	0.00	(17,500)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will fill a vacant Senior Accountant position at the bottom pay step of the classification.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(42,930)	0.00	(42,930)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as telephone, travel, training, and temporary services.
(99,030)	0.00	(99,030)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction holds a Senior Accountant position vacant.
(55,970)	0.00	(55,970)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction holds an Accounting Technician 1 position vacant.



Agency 3: Treasury

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	512,630	521,430	564,780	43,350	596,450
Employee Benefits	164,850	191,450	220,760	29,310	225,460
Non-Personnel	320,170	243,720	153,720	(90,000)	137,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	997,650	956,600	939,260	(17,340)	958,980
Operating Budget Restricted					
Personnel Services	347,340	304,840	299,980	(4,860)	306,750
Employee Benefits	108,590	117,230	95,110	(22,120)	98,580
Non-Personnel	3,400,800	3,397,600	3,454,510	56,910	3,456,450
Properties	0	0	0	0	0
Debt Service	113,350,650	121,400,000	125,429,340	4,029,340	183,102,150
Operating Total	117,207,380	125,219,670	129,278,940	4,059,270	186,963,930
Internal Service Funds	0	0	0	0	0
Total	118,205,030	126,176,270	130,218,200	4,041,930	187,922,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	40,903,350	42,166,720	97,938,140	55,771,420	166,291,110
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,082,890	0.00	All Funds	This agency reflects an all funds increase due to increases in contractual services, materials and supplies, subscriptions and debt service. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
99,030	0.00	99,030	0.00	General Fund	This increase represents the restoration of a Senior Accountant position in order to handle short-term rentals and admissions tax collections.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(105,580)	0.00	(105,580)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will reduce non-personnel expenses such as postage, collection agency fees, travel, and temporary personnel.
(34,410)	0.00	(34,410)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction holds an Accounting Technician 2 position vacant.

Departmental Budgets

Finance



Agency 4: Risk Management

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	156,870	157,000	153,670	(3,330)	155,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	156,870	157,000	153,670	(3,330)	155,050
Operating Budget Restricted					
Personnel Services	0	0	422,690	422,690	426,470
Employee Benefits	0	0	88,680	88,680	89,790
Non-Personnel	0	0	66,430	66,430	67,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	577,800	577,800	583,350
Internal Service Funds	2,042,310	2,084,860	2,052,490	(32,370)	2,100,350
Total	2,199,180	2,241,860	2,783,960	542,100	2,838,750
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,710,000	5,710,000	6,391,000	681,000	6,391,000
Total Full-time Equivalent Positions	15.75	14.75	19.70	4.95	19.70

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
576,940	4.95	All Funds	This agency reflects an all funds increase due to increases in wages and employee benefits, contractual services, materials and supplies and fixed charges. The increase in FTE is due to the transfer of Public Employees Assistance Program (PEAP) employees.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(14,470)	0.00	(14,470)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will reduce property and/or boiler and machinery insurance premiums paid out of the General Fund.
12,000	0.00	12,000	0.00	General Fund	This increase represents resources for National Flood Insurance coverage required by the Federal Emergency Management Agency (FEMA).



Agency 5: Income Tax

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,989,140	2,059,190	2,136,000	76,810	2,146,640
Employee Benefits	734,330	740,970	776,030	35,060	785,600
Non-Personnel	416,410	373,970	387,610	13,640	390,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,139,880	3,174,130	3,299,640	125,510	3,323,070
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	3,139,880	3,174,130	3,299,640	125,510	3,323,070
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	279,381,300	280,700,000	289,500,000	8,800,000	296,308,600
Total Full-time Equivalent Positions	31.00	30.81	30.80	(0.01)	30.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
218,600	(0.01)	All Funds	This agency reflects a General Fund increase due to increases in wages and employee benefits, computer equipment, subscriptions, and software. The change in FTE is due to adjustments for part-time employees.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(93,090)	0.00	(93,090)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction holds a Senior Accountant position vacant.

Departmental Budgets

Finance



Agency 6: Purchasing

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	654,160	608,130	727,100	118,970	741,950
Employee Benefits	245,890	187,470	146,810	(40,660)	165,130
Non-Personnel	130,390	125,690	149,560	23,870	209,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,030,440	921,290	1,023,470	102,180	1,116,770
Operating Budget Restricted					
Personnel Services	97,250	108,180	118,650	10,470	120,910
Employee Benefits	29,980	48,770	56,870	8,100	57,950
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	127,230	156,950	175,520	18,570	178,860
Internal Service Funds	2,213,060	2,490,430	1,200,360	(1,290,070)	1,214,840
Total	3,370,730	3,568,670	2,399,350	(1,169,320)	2,510,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,700,000	2,980,000	1,650,000	(1,330,000)	1,650,000
Total Full-time Equivalent Positions	25.00	25.00	23.00	(2.00)	23.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
194,780	(1.00)	All Funds	This agency reflects an all funds increase due to increases in wages and employee benefits and a reduction in position vacancy savings. The decrease in FTE is due to the reorganization of the Printing and Stores Section.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
25,000	0.00	85,000	0.00	General Fund	This increase provides resources for the implementation, maintenance, and enhancement of e-procurement systems for the Purchasing Division.
(99,030)	(1.00)	(102,520)	(1.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates a vacant Senior Buyer position.



Growing Economic Opportunities

1) Procurement Reform & Economic Inclusion

Description: Continue work of improving the City’s procurement process to increase competition and economic inclusion at all levels of contracting, including leveraging greater competition for orders amongst vendors awarded multiple indefinite delivery, indefinite quantity contracts. Furthermore, continue work with Department of Economic Inclusion (DEI) on strategies that mutually preserve competition and increase the likelihood of Minority/Women Business Enterprise (M/WBE) and Small Business Enterprise (SBE) awards and participation.

Key Steps/Progress Milestones:

- Ongoing training for City departments on procurement policies and procedures
- Greater use of technologies and internal procedures that promote competition across all procurements
- Identify and reduce redundancies in City procurements to maximize economies of scale
- Improve vendor user experience by conducting training sessions for how to register and complete a bid online, including an update of the manual for vendors and enhancement of the user interface within the Vendor Self Service (VSS) system
- Increase functionality in the procurement module of the Cincinnati Financial System (CFS) to improve efficiencies, including implementation of a system upgrade
- Revise the division’s solicitation documents for clarity and completeness in order to facilitate vendor engagement, understanding, and participation.

Fund(s) : General Fund \$250,000

Performance Indicator(s):

- M/W/SBE Contract Award %
- M/W/SBE Contract Award Spend
- Training sessions conducted by Purchasing
- Vendor engagement

Fiscal Sustainability

1) Bond Rating Sustainability and Enhancement

Description: Standard & Poor's maintained the City’s rating at AA/Stable and Moody’s maintained its rating at Aa2/Stable for FY2019. The rating was influenced by several initiatives related to strong fiscal policies

FY 2020 Department Strategic Priorities



Finance

developed including the Debt Management, Investment, and Fund Stabilization policies. These policies are being monitored and reviewed to ensure compliance.

The City will secure FY 2020 credit ratings for Standard & Poor's and Moody's in advance of bond issues. Strategies are in place to continue receiving excellent credit ratings in the future. These strategies will be communicated to the elected officials to increase fund balance reserves and generate additional revenue to improve financial results.

Key Steps/Progress Milestones:

- Standard & Poor Bond Rating Report
- Moody's Bond Rating Report

Fund(s): Bond Retirement

Performance Indicator(s):

- Maintain or Improve City's Bond Rating

2) Continuous Improvement of Income Tax Revenue

Description: The Income Tax Division will continue to address the recommendations in the Income Tax Collections Process Study completed by the PFM Group. The Income Tax Division will expedite the processing of tax returns and implement a risk based compliance program. The customer service experience will be enhanced through an improved telephone answering system which is dependent on funding in the General Fund. The referral process will be streamlined to shorten the collection timeline.

Key Steps/Progress Milestones:

- The Income Tax Division anticipates a/an:
- Decrease in the audit cycle for processing current year returns.
- Increase in the number of first time filers.
- Decline in the Accounts Receivables.
- Increase in the amount of referrals to Law for legal action.

Fund(s): General Fund

Performance Indicator(s):

- Income Tax claims referred to Law
- Amount of dollars referred to Law
- Accounts receivable (\$)



- New Taxpayer Accounts

3) Financial Reporting

Description: The Financial Reporting section within the Accounts and Audits Division provide accurate and meaningful reporting on the City’s financial condition which includes the City of Cincinnati’s Comprehensive Annual Financial Report (CAFR). Priority 1 for the division is to maintain the excellence associated with the Government Finance Officers Association (GFOA)’s Certificate of Achievement in Financial Reporting.

The City maintained the Certificate of Achievement for Excellence in Financial Reporting for the FY 2017 Comprehensive Annual Financial Report. This award has been received for the last 39 consecutive fiscal periods. We believe the FY2018 CAFR meets all the requirements for reporting excellence and anticipate being awarded our 40th consecutive award in the near future.

Key Steps/Progress Milestones:

Continue to improve performance in junction with the Ohio State Auditor's external audit process. The CAFR completion date is 6 months after the close of the fiscal year.

The Accounts and Audits Division successfully developed milestones with the State Auditor’s office which lead to a successful completion of the FY 2018 CAFR. We filed the document one week prior to the six-month target which we will attempt to improve on for the FY 2019 CAFR.

Fund(s): General Fund

Performance Indicator(s):

- Certificate of Achievement for Excellence in Financial Reporting.

4) Continued oversight of healthcare costs/trends in effort to reduce future costs

Description: Risk Management will continue to examine overall healthcare spend and trends in an effort to reduce future costs. Efforts will include new Healthcare and Pharmaceutical Benefit Manager (“PBM”) contracts for City employees for implementation on 1/1/20, as well as review of possible bundled services contracts, and continued promotion of the healthy lifestyles program.

Key Steps/Progress Milestones:

- Marketing, selection, contract execution, and implementation of a new Healthcare and PBM contracts.
- Continued review of trends in order to supply means for reducing costs to the administration.

Fund(s): All Funds

Performance Indicator(s):



Finance

- New administrative fees for new/renewed medical and pharmacy contracts indicate a savings to the City.
- Monthly and annual reporting tracking the trend of health care costs in order to identify factors that impact rising costs.
- Quarterly and annual meetings with TPAs to review potential cost savings measures and innovative

5) Increased use of electronic funds transactions to reduce the possibility of fraud

Description: In June 2018 the City Manager approved Finance's request to mandate electronic payments for vendors. Treasury has since been working with Enterprise Technology Solutions (ETS) on remittances. Treasury will work with Procurement and Economic Inclusion to ensure that all vendors are able to accept electronic payments. The increased use of electronic funds transactions will reduce the possibility of fraud and costs.

Key Steps/Progress Milestones:

- Transition all vendors to receive electronic payments
- Increase acceptance of credit cards throughout the City agencies
- Assist Income Tax with developing method for electronic refunds
- Periodic audit of larger establishments to ensure compliance

Fund(s): General Fund

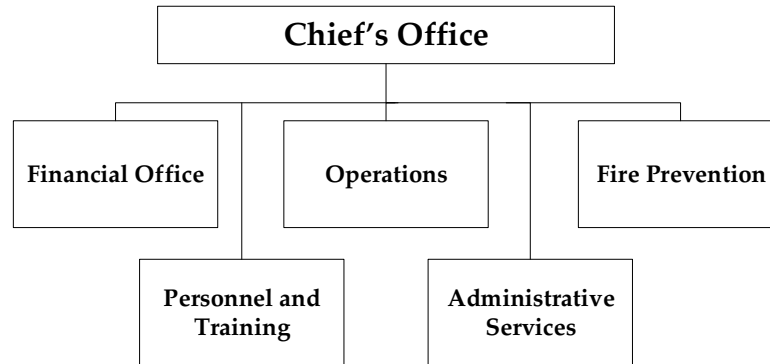
Performance Indicator(s):

- 95% of all registered vendors by 7/1/2019



Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	71,992,880	75,341,820	77,031,720	1,689,900	78,903,710
Employee Benefits	30,099,400	33,192,170	35,160,470	1,968,300	35,621,840
Non-Personnel	9,308,370	8,947,460	9,014,110	66,650	9,258,420
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	111,400,650	117,481,450	121,206,300	3,724,850	123,783,970
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	111,400,650	117,481,450	121,206,300	3,724,850	123,783,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	9,137,000	9,405,000	9,657,000	252,000	9,657,000
Total Full-time Equivalent Positions	887.00	908.00	908.00	0.00	908.00

Departmental Budgets



Fire

Department Agencies

1. Fire - Response
2. Fire - Support Services

Agency Summaries

Agency 1: Fire - Response

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	71,992,880	68,453,770	69,974,790	1,521,020	71,844,570
Employee Benefits	30,099,400	30,618,700	32,362,470	1,743,770	32,803,240
Non-Personnel	9,308,370	7,354,720	7,335,910	(18,810)	7,514,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	111,400,650	106,427,190	109,673,170	3,245,980	112,162,500
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	111,400,650	106,427,190	109,673,170	3,245,980	112,162,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	9,137,000	8,900,000	9,657,000	757,000	9,657,000
Total Full-time Equivalent Positions	887.00	828.00	828.00	0.00	828.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,884,950	0.00	All Funds	This agency reflects a General Fund increase due to contractual service increases as well as wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
2,340	0.00	2,340	0.00	General Fund	This increase represents funding for boat dock rental space on the Ohio River.
278,190	0.00	1,076,910	0.00	General Fund	This increase provides additional funding needed for anticipated cost-of-living adjustments for sworn personnel.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
5,500	0.00	5,500	0.00	General Fund	This increase represents additional resources for the maintenance of Genesis Extrication Equipment. This equipment is used by the department to rescue individuals who are involved in an accident and need to be removed from a vehicle.
(168,000)	0.00	(168,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction decreases employee hospitalization costs.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(70,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduces funding for sundry supplies and materials.
(205,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduction represents additional personnel reimbursements anticipated from the Staffing for Adequate Fire & Emergency Response (SAFER) Grant.
(482,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will delay the start of the paramedic training class as the department currently has enough certified paramedics on staff. Should more paramedics be needed, the contract allows for a class to start sooner.

Departmental Budgets



Fire

Agency 2: Fire - Support Services

Description: This agency is responsible for financial management and human resources for the Fire Department, as well as prevention and education for the public.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	6,888,050	7,056,930	168,880	7,059,140
Employee Benefits	0	2,573,470	2,798,000	224,530	2,818,600
Non-Personnel	0	1,592,740	1,678,200	85,460	1,743,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	11,054,260	11,533,130	478,870	11,621,470
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	11,054,260	11,533,130	478,870	11,621,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	505,000	0	(505,000)	0
Total Full-time Equivalent Positions	0.00	80.00	80.00	0.00	80.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
662,430	0.00	All Funds	This agency reflects a General Fund increase due to petroleum increases as well as wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(254,890)	0.00	(265,990)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction increases position vacancy savings for Fire Operator and Dispatcher positions.
100,000	0.00	100,000	0.00	General Fund	This increase will provide resources for improvements to the Emergency Operations Center (EOC).
33,330	0.00	32,250	0.00	General Fund	This increase will provide resources for a Supervising Human Resources Analyst position to oversee departmental human resources functions. The increase is partially offset by the elimination of a vacant Administrative Technician position.



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(62,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduces funding for sundry supplies and materials as well as software and licenses.



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Safety

1) Community Risk Reduction and Fire Education

Description: The CFD will work with Red Cross on falls prevention and increase the distribution of smoke detectors distributed to the public.

Key Steps/Progress Milestones:

- Expand our core community outreach team.
- Develop a committee for community engagement who are dispatched/detailed to events to educate the public and hand out informational pamphlets.

Performance Indicator(s):

CFD Web will be used to Identify valuable partners within each community to build capacity and trust within communities around companies. We will collect the number of contacts made and information provided. We will use historical data to create baseline and use data going forward to track improvements after outreach

2) Increase Customer Service Delivery

Description: Continuously improve workforce planning processes to ensure humanitarian and efficient delivery to all we serve.

Key Steps/Progress Milestones:

- Gather and analyze current workforce data.
- Meet with all divisions and identify future workforce needs.
- Evaluate call volume per unit.
- Determine where to adjust units to meet service demand.
- Re-evaluate annually or within 60 days of a major department change.

Performance Indicator(s):

Strategic plan has an emphasis with continuous improvements in this area. We will improve tracking system for complaints and commendations. In addition, case flow process will be used to identify gaps or lapses in customer service delivery.

3) Pulse Point Implementation

Description: Pulse Point Respond is a mobile app that alerts CPR-trained citizens to someone nearby having a sudden cardiac arrest. Deployment of the PulsePoint app can significantly strengthen the “chain of survival” by improving bystander response to cardiac arrest victims and increasing the chance that life saving steps will be taken prior to the arrival of emergency medical services.



Key Steps/Progress Milestones:

Bring together needed stakeholders and community members to fund the project for June 2019 implementation.

Fund(s) : UC Health and other donors

Performance Indicator(s):

Use data analytics that are kept in records management system

Thriving Neighborhoods

1) Educate Public in First Aid

Description: Provide training in CPR and First Aid

Key Steps/Progress Milestones:

Work in concert with Red Cross to train more of the public in CPR and first aid

Fund(s): UC Health and other donors

Performance Indicator(s):

- Number of people registered for the training and Pulse Point
- Red Cross will provide metrics for the program

2) Fire Inspections

Description: The CFD has seen an increase in large loss fires due to residents leaving apartment doors open when escaping burning unit.

Key Steps/Progress Milestones:

- Increase the number of automatic door closers in apartment dwellings that have more than 4 units by 50%
- Utilize the CAGIS Fire Inspection module to track progress.

Performance Indicator(s):

- Utilize the CAGIS Fire Inspection module to track progress.
- Fire Inspections



Efficient Service Delivery

1) Response Time

Description: Fire emergency response time is measured from the time the 9-1-1 call is received to the moment when the first unit arrives on the scene. Fire emergency response time (also described as total response time) is composed of 3 main components: alarm handling time , which is the time a call is received at the 911 center to the time of dispatch; turnout time , which is the time it takes responders to don protective gear and begin responding in their vehicle(s); and travel time , which is the time it takes from the vehicle rolling to arrival on the scene.

Key Steps/Progress Milestones:

- Utilize data captured by ODPa from CAD access
- Evaluate the data and weed out any outliers.

Performance Indicator(s):

Track, post, and share with department on monthly basis and produce annual report to identify progress or any areas of improvement.

Fiscal Sustainability

1) Attrition Planning

Description: Review of attrition rate v. new recruits: projections moving forward

Key Steps/Progress Milestones:

- Utilize data captured by ODPa
- Evaluate the historical trends to gauge potential timelines used by Class of 1987 and 1988 in anticipation of retirement.
- Review timeline & Milestone project management chart, including recruit class timeline and and future class status based upon success of SAFER grant.

Performance Indicator(s):

- Reporting metrics
- City & Fire HR data



Fire

2) Overtime Spending

Description: Continue to track overtime spending and break out the primary drivers in suppression and non-suppression.

Key Steps/Progress Milestones:

- FY2020 Projections
- Personnel data update
- Limited Duty Monitoring Update
- Outstanding OT billing breakdown

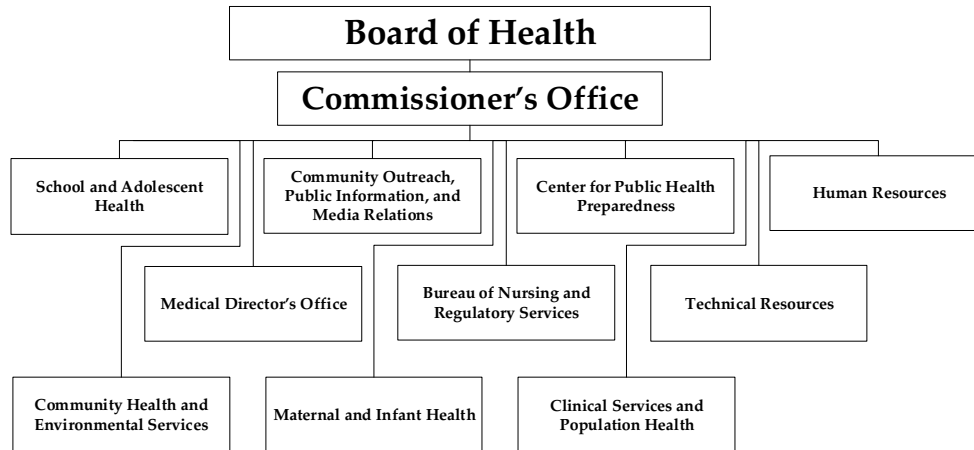
Performance Indicator(s):

- Use data from Personnel management system
- Compare with data captured by OPDA



Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The Health Department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	11,586,190	11,618,190	0	(11,618,190)	0
Employee Benefits	4,170,770	4,327,670	0	(4,327,670)	0
Non-Personnel	1,189,330	1,105,630	0	(1,105,630)	0
Properties	3,000	2,940	0	(2,940)	0
Debt Service	0	0	0	0	0
Operating Total	16,949,290	17,054,430	0	(17,054,430)	0
Operating Budget Restricted					
Personnel Services	17,945,340	20,088,750	33,123,900	13,035,150	33,900,380
Employee Benefits	6,584,760	7,787,830	13,418,080	5,630,250	14,107,240
Non-Personnel	9,981,200	9,404,710	8,745,340	(659,370)	8,274,360
Properties	0	0	2,920	2,920	2,950
Debt Service	0	0	0	0	0
Operating Total	34,511,300	37,281,290	55,290,240	18,008,950	56,284,930
Internal Service Funds	0	0	0	0	0
Total	51,460,590	54,335,720	55,290,240	954,520	56,284,930
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	35,598,860	37,505,440	37,513,830	8,390	38,857,260
Total Full-time Equivalent Positions	490.48	501.77	514.33	12.56	514.33

Departmental Budgets

Health



Department Agencies

1. Office Of The Commissioner
2. Technical Resources
3. Community Health Services
4. Primary Health Care - Programs
5. Primary Health Care - Centers
6. School & Adolescent Health

Agency Summaries

Agency 1: Office Of The Commissioner

Description: Provides professional and administrative support to the Board of Health and Office of the Commissioner.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,377,960	1,568,500	0	(1,568,500)	0
Employee Benefits	441,960	521,690	0	(521,690)	0
Non-Personnel	220,840	200,650	0	(200,650)	0
Properties	3,000	2,940	0	(2,940)	0
Debt Service	0	0	0	0	0
Operating Total	2,043,760	2,293,780	0	(2,293,780)	0
Operating Budget Restricted					
Personnel Services	262,190	274,730	1,610,350	1,335,620	1,641,770
Employee Benefits	100,560	110,950	559,640	448,690	574,630
Non-Personnel	19,900	23,100	182,710	159,610	178,120
Properties	0	0	2,920	2,920	2,950
Debt Service	0	0	0	0	0
Operating Total	382,650	408,780	2,355,620	1,946,840	2,397,470
Internal Service Funds	0	0	0	0	0
Total	2,426,410	2,702,560	2,355,620	(346,940)	2,397,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	304,100	308,000	308,000	0	308,000
Total Full-time Equivalent Positions	21.80	22.80	19.80	(3.00)	19.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
109,840	1.00	All Funds	This agency reflects an all funds increase due to wage and employee benefits increases which is partially offset by a reduction in non-personnel expenses. The increase in FTE is due to a new position added to better align staffing with service needs.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(73,090)	(1.00)	(75,730)	(1.00)	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction reflects the transfer of an Administrative Technician to the Community Health Center Activities Fund.
(321,690)	(3.00)	(329,790)	(3.00)	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Clerk Typist 3, a Customer Relations Representative, and a Public Health Physician).

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(62,000)	0.00	(62,000)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled.

Departmental Budgets

Health



Agency 2: Technical Resources

Description: Provides technical resources and support to the Board of Health and staff.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,316,060	1,481,670	0	(1,481,670)	0
Employee Benefits	507,010	587,910	0	(587,910)	0
Non-Personnel	442,200	467,960	0	(467,960)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,265,270	2,537,540	0	(2,537,540)	0
Operating Budget Restricted					
Personnel Services	0	0	1,376,920	1,376,920	1,386,700
Employee Benefits	120	120	581,860	581,740	588,950
Non-Personnel	0	0	416,140	416,140	394,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	120	120	2,374,920	2,374,800	2,370,280
Internal Service Funds	0	0	0	0	0
Total	2,265,390	2,537,660	2,374,920	(162,740)	2,370,280
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.00	23.00	22.00	(1.00)	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
160,820	1.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The increase in FTE is due to the addition of a position to better align staffing with service needs.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(167,470)	(2.00)	(171,600)	(2.00)	Cincinnati Health District	This reflects a budget reduction to the department's budget. This reduction will result in the elimination of vacant positions (a Senior Computer Programmer Analyst and a Secretary).

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(156,090)	0.00	(156,090)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled.



Agency 3: Community Health Services

Description: This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Environmental Health programs, and Vital Records.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	2,463,360	2,651,920	0	(2,651,920)	0
Employee Benefits	985,440	1,024,100	0	(1,024,100)	0
Non-Personnel	240,250	259,810	0	(259,810)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,689,050	3,935,830	0	(3,935,830)	0
Operating Budget Restricted					
Personnel Services	1,626,040	1,469,190	3,836,980	2,367,790	3,902,950
Employee Benefits	528,740	487,000	1,679,670	1,192,670	1,726,940
Non-Personnel	1,064,600	160,270	385,330	225,060	359,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,219,380	2,116,460	5,901,980	3,785,520	5,989,580
Internal Service Funds	0	0	0	0	0
Total	6,908,430	6,052,290	5,901,980	(150,310)	5,989,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	3,898,400	2,776,000	2,285,000	(491,000)	2,285,000
Total Full-time Equivalent Positions	73.65	74.65	68.00	(6.65)	68.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
351,910	(5.65)	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, and contractual services. The decrease in FTE is due to position changes designed to better align staffing with service needs.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(300,000)	0.00	(300,000)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction will increase the amount of reimbursements from the Department of Housing and Urban Development (HUD)'s Community Development Block Grant (CDBG) for the Lead Abatement program.
94,160	1.00	98,050	1.00	Food Service License Fees	This increase reflects the transfer of a Senior Sanitarian from the Cincinnati Health District Fund.
(70,220)	(1.00)	(72,620)	(1.00)	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Administrative Technician.
(94,160)	(1.00)	(98,050)	(1.00)	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction reflects the transfer of a Senior Sanitarian to the Food Service License Fees Fund.

Departmental Budgets

Health



One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(132,000)	0.00	(132,000)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction leaves vacant positions unfilled.



Agency 4: Primary Health Care - Programs

Description: Provides support to the Board of Health. Provides preventive and primary care services to Cincinnatians who are uninsured or underinsured. Operates the Community Nursing program; Women, Infants, and Children (WIC) grant and the Reproductive Health grant.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,416,120	1,683,370	0	(1,683,370)	0
Employee Benefits	508,540	652,200	0	(652,200)	0
Non-Personnel	231,900	125,100	0	(125,100)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,156,560	2,460,670	0	(2,460,670)	0
Operating Budget Restricted					
Personnel Services	3,701,400	3,672,180	5,701,530	2,029,350	5,816,620
Employee Benefits	1,428,010	1,533,480	2,432,600	899,120	2,496,830
Non-Personnel	1,228,780	1,021,800	1,136,660	114,860	1,147,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,358,190	6,227,460	9,270,790	3,043,330	9,460,610
Internal Service Funds	0	0	0	0	0
Total	8,514,750	8,688,130	9,270,790	582,660	9,460,610
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,710,500	5,353,000	5,353,000	0	5,353,000
Total Full-time Equivalent Positions	91.00	92.19	90.80	(1.39)	90.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
582,660	(1.39)	All Funds	This agency reflects an all funds increase due to wage increases, employee benefits increase, fixed charges and materials and supplies. The decrease in FTE is due to position changes to better align staffing with service needs.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
150,000	0.00	150,000	0.00	Cincinnati Health District	This represents an additional budget adjustment to restore leveraged support for the Needle Exchange Program.
(150,000)	0.00	(150,000)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This eliminates leveraged support for the Needle Exchange Program.

Departmental Budgets

Health



Agency 5: Primary Health Care - Centers

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,206,990	3,397,220	0	(3,397,220)	0
Employee Benefits	1,421,910	1,183,330	0	(1,183,330)	0
Non-Personnel	3,300	7,150	0	(7,150)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,632,200	4,587,700	0	(4,587,700)	0
Operating Budget Restricted					
Personnel Services	7,560,220	8,948,980	13,158,840	4,209,860	14,158,340
Employee Benefits	2,807,320	3,432,440	5,237,930	1,805,490	5,666,050
Non-Personnel	6,377,320	6,831,820	6,198,840	(632,980)	5,349,190
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	16,744,860	19,213,240	24,595,610	5,382,370	25,173,580
Internal Service Funds	0	0	0	0	0
Total	22,377,060	23,800,940	24,595,610	794,670	25,173,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	17,800,860	19,787,240	21,337,830	1,550,590	21,630,060
Total Full-time Equivalent Positions	177.58	175.98	189.98	14.00	189.98

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
721,580	13.00	All Funds	This agency reflects an all funds increase due to increases in wages and employee benefits, and fixed charges. The increase in FTE is due to the addition of positions to better align staffing with service needs.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
73,090	1.00	75,730	1.00	Community Health Center Activities	This increase reflects the transfer of an Administrative Technician from the Cincinnati Health District Fund.



Agency 6: School & Adolescent Health

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	805,700	835,510	0	(835,510)	0
Employee Benefits	305,920	358,440	0	(358,440)	0
Non-Personnel	50,840	44,960	0	(44,960)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,162,460	1,238,910	0	(1,238,910)	0
Operating Budget Restricted					
Personnel Services	4,795,490	5,723,670	7,439,280	1,715,610	6,994,000
Employee Benefits	1,720,020	2,223,840	2,926,380	702,540	3,053,840
Non-Personnel	1,290,600	1,367,720	425,660	(942,060)	845,570
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,806,110	9,315,230	10,791,320	1,476,090	10,893,410
Internal Service Funds	0	0	0	0	0
Total	8,968,570	10,554,140	10,791,320	237,180	10,893,410
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	7,885,000	9,281,200	8,230,000	(1,051,200)	9,281,200
Total Full-time Equivalent Positions	104.45	113.15	123.75	10.60	123.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
237,180	10.60	All Funds	This agency reflects an all funds increase due to increases in wages and employee benefits. The increase in FTE is due to the addition of positions to better align staffing with service needs.



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Safety

1) Enhance the public health response to the opioid epidemic

Description: To ensure that the CHD is involved in primary, secondary, and tertiary addiction prevention activities in Cincinnati. Ensure that we promote the public health model of harm reduction which includes syringe exchange services, naloxone availability, and access to evidence based drug or alcohol treatment. Continue surveillance of overdoses and deaths as well as rates of HIV and Hepatitis C linked to drug use.

Key Steps/Progress Milestones:

- Enhanced harm reduction efforts including
- Additional syringe exchange site in Over the Rhine.
- Narcan distribution expanded in community and in our Health Centers.
- Full implementation of the Safe Places Cincy program to provide direct linkage to treatment for persons with substance use disorder seeking care.
- Full implementation of the Medication Assisted Treatment (MAT) program in all primary care health centers.
- Expanded relationships with the local substance abuse treatment providers to enhance linkage to care.
- Hiring of additional staff for the MAT program including a therapist and project manager.
- Implement the Safe Places Cincy Pilot Program
- To provide health and behavioral health support to those seeking refuge from substance use disorder. To enable the individual to safely be transported to a local treatment provider utilizing Uber Health while minimizing the time from the point entry into the CHD health center and the assessment appointment at the chosen treatment program.
- The goal is to build a more robust, comprehensive, and compassionate system of care where regardless of where a patient shows up will be treated with respect, will be evaluated, and will be case managed into the appropriate level of treatment (e.g., detox, IOP, residential).
- Pilot phase for three months beginning in late March 2019.

Fund(s):

- \$163,000 per year from the General Fund
- \$285,000 for two years of funding from the Health Resources and Services Administration (HRSA) to implement Medication Assisted Treatment (MAT).



Health

- \$10,000 from Interact for Health to fund Uber Health transportation for patients in Safe Places Cincy program.

Performance Indicator(s):

- Additional syringe exchange site established.
- Each CHD health center has had Narcan training and provided all staff and opportunity to receive Narcan.
- Safe Places Cincy implemented. Data monitoring on a monthly basis to gauge utilization and success in linkage to care.
- MAT established across CHD health centers. Integration of the behavioral health teams in the MAT services as well.
- New staff hired and onboarded for the MAT program.
- Participation in the monthly Treatment Collaborative conference call hosted by Mercy Health to ensure we stay current on evidence based practice.
- The number of individuals successfully linked to the alcohol and drug treatment partners in the Safe Places Cincy initiative

Thriving Neighborhoods

1) Chronic Disease Management

Description: The 2019 Community Health Needs Assessment (CHNA) identified chronic disease as one of the five regional health concerns for the greater Cincinnati area (along with healthy behaviors, mental health, substance abuse, and access to care). Chronic disease self-management (CDSM) programs are evidence-based programs that support patients' active management of their condition in their daily life. CDSM focuses on self-monitoring and medical management, decision making, or health-promoting behaviors to minimize disability and delay the progress of chronic disease. Programs are being delivered by lay individuals in community settings as well as in group visits at the Cincinnati Health Department Health Centers.

For CHD health center patients, CDSM Program Workshops and group visits will continue being combined as it provides opportunity for our patients with chronic diseases to learn together. Providing CDSM for our health center patients increases the outcomes. Our providers identify and refer patients in need of assistance with self-management to the workshop. We are working to achieve the Quadruple Aim of healthcare: enhanced satisfaction is apparent for both the patient and the provider as self-management skills are gained, improved health outcomes are evident and future healthcare costs are reduced with better management of chronic diseases. In order to help facilitate the implementation of CDSM Program Workshops, a Community Clinical Linkage Committee to address barriers of implementation will be created. Additionally, an internal staff member will become certified as a Master Trainer in CDSM and CDSM Lay Leader trainings will be conducted to support sustainability the program.



To further the impact of CDSMP, Mindfulness sessions will be held in conjunction with the CDSMP classes. Mindfulness is awareness of the current state of being through meditation. It relieves stress and increases resiliency.

Key Steps/Progress Milestones:

- Integrate CDSMP with Mindfulness
- Coordinate the facilitation of workshops (Chronic Disease Self-Management, Diabetes Self-Management, Diabetes Empowerment Education Program, and Workplace Chronic Disease Self-Management) with the existing Lay Leaders.
- Conduct additional Lay Leader Trainings and refresher trainings for previously trained Lay Leaders
- Create a Community Clinical Linkage Committee to address barriers of implementation and to assist with the Group Visit Model
- Continue efforts towards sustainability, including identifying and training an in-house staff member to become a Master Trainer.

Fund(s): The funding for the Chronic Disease Self-Management program comes from the Quality Improvement funds from the Cincinnati Health Department, totaling \$90,000.

Performance Indicator(s):

- Additional CDSM workshops are conducted
- Additional Lay Leader trainings and refresh sessions are completed
- Community Clinical Linkage Committee is created and meetings scheduled and held
- In-house staff member is identified and trained to become a Master Trainer
- Community utilization: CDSMP and Mindfulness attendance.
- Community resources: Number of lay leaders trained and number of workshops with CRC attended Health Center patient participation.
- Number of group visits with CDSM and total number of patients participating.
- Chronic Disease rate improvement for health center patients.



Health

2) Social Determinants of Health and Equity - School and Adolescent Health and Creating Healthy Communities

Description: School Nurses and School Based Health Centers create Thriving and Healthy Neighborhoods by improving the health of children in Cincinnati through on-site services for 35,000 Cincinnati Public School (CPS) children/66,000 total children in Cincinnati.

The primary goal is healthy children with high rates of school attendance, improved scores in third grade reading, and lower rates of hospitalization. Progress measures include reduced rates of vaccine-preventable disease, improved asthma and other chronic disease management, timely treatment of contagious and other acute illness, regular access to wellness care including assessment for chronic conditions, mental wellness, obesity, impaired vision, and dental disease. Newly evolving evidence indicates that adverse childhood experiences impact children's health.

The Creating Healthy Communities Coalition (CHCC) at the Cincinnati Health Department is a collaborative approach to policy, systems and environmental changes that support local population health. The 100+ member Coalition works together to increase access to opportunities for Healthy Eating, Active Living, Tobacco Free Living and Chronic Disease Management. Coalition partners include: community members, educational institutions, businesses, transportation, housing authorities, healthcare systems, governmental departments, non-profit organizations, faith-based organizations, and other coalitions or agencies. There is a strong commitment to make the City of Cincinnati a place where each and every resident can achieve their optimal state of health and well-being. Change has occurred through a multi-sector approach in which all stakeholders are engaged, empowered, and encouraged to build a culture of health. This has been recognized through several successes.

Key Steps/Progress Milestones:

- Increased access to health care by opening Health Hub at Academy of World Languages to include medical, dental and vision services.
- Increased immunization compliance rate at school with a CHD SBHC to over 97% compliant.
- Identified and treated students with dental and vision problems.
- Improved care & outcomes with reduced hospitalizations for students with asthma. Asthma is the #1 cause of illness related absenteeism in the country. CHD partnered with Cincinnati Children's Hospital to monitor students who have poorly controlled asthma. The district rate of well-controlled asthma was 84% by June, 2018.
- Asthma Control Test: Goal 80%. Current rate: 81%
- Connected Care: Project was spread to all schools with RN on-site (35 schools). Follow-up within 48 hours is at 59%.
- Access to health care increased based on increased patient population.
- Compliance with required immunizations.
- Identification and treatment of dental and vision problems.



- Creating Healthy Communities Coalition is to implement and support the Creating Healthy Communities Strategic Plan: 2015-2019. The Creating Healthy Communities Strategic Plan overarching priorities are to increase physical activity, promote healthy eating, and decrease tobacco usage in an effort to reduce chronic disease. Currently, the CHCC has implemented over 70% of the Strategic Plan by implementing policy, systems, and environmental changes.
- Tobacco Free Living: CHCC will continue to work with partners to increase tobacco-free and smoke-free policies throughout the city, aiming for collective impact.
- Youth Stand Groups: CHCC continues to give youth a platform to “stand up and speak out against tobacco”. Members aim to eliminate the cultural acceptance of tobacco use, especially among their peers. Cincinnati STAND members will conduct tobacco retail store assessments and tobacco sales compliance checks. CHCC is exploring expanding STAND groups into the Cincinnati Recreation Commission locations.
- Healthy Eating: CHCC is partnering with local food distribution systems, early child educators and caregivers, and regional food systems groups to support and implement farm to school initiatives, with the aim of increasing fruit and vegetable consumption by preschoolers and children in childcare. CHCC is also partnering with community organizations to support Cincinnati Public School’s adoption of Good Food Purchasing Policies, which includes the use of local foods in student nutrition programs.
- Active Living: CHCC is working with community partners to develop a Transportation Master Plan, which will be a comprehensive plan incorporating multiple transit methods, including biking, public, and walking.

Fund(s): For school-based activities, the operating budget is divided into school nursing and school-based health centers. Funding for the school nursing program is comprised of: general fund support (34%), contracts with Cincinnati Public Schools (51%), and Medicaid Administrative Claiming (15%). The School Based Health Center Program is 100% supported through billing and the federal HRSA grant program. In the fiscal 2019 budget, the School Health Services program leverages \$1.17 million of General Fund support to create a program providing \$9,000,000 of services. The Creating Healthy Community activities are funded through a \$135,000 grant from the Ohio Department of Health.

Performance Indicator(s):

- Complete store audits/compliance checks of tobacco retailers
- Increase in partner sites that utilize local food in nutrition programs
- Creation of Master Transit Plan
- Creating Healthy Communities data



Health

3) Infant Mortality - Family Health Services, Reproductive Health/Wellness, Men's Health, and Tobacco Use Prevention

Description: Continue partnership with UC Health and Cradle Cincinnati to improve prenatal care goals (first trimester entry to care, co-production of care with moms, identification of preterm/low birth risks, tobacco cessation) and safe sleep initiatives. Ensure all families eligible for WIC services in Cincinnati/Hamilton County are enrolled as to (1) ensure health equity in nutrition, and to (2) promote breastfeeding in Cincinnati families. Continue to support the Reproductive Health and Wellness Program at the Cincinnati Health Department as an effective, safe, affordable, and responsible way to promote reproductive health and life planning. Home nursing services to provide mom/baby visits and options for skilled nursing or public health nursing visitation for those patients/clients experiencing access barriers to health centers. In addition, the use of Community Health Workers to complement the nursing services offered for mothers and their infants/children.

Tobacco cessation community-wide, tobacco policy creation and implementation, as well as promotion of breastfeeding facilities in the workplace are also activities included as part of the Creating Healthy Communities Coalition, staffed by the Health Promotion and Worksite Wellness program. Through funding from the Ohio Department of Health, the Health Promotion and Worksite Wellness program also works with youth to create a Tobacco Youth Stand Campaign. Youth create anti-tobacco messages, conduct compliance checks, and educate other youth about the dangers of smoking.

Key Steps/Progress Milestones:

- Infant mortality rate changes
- Entry into prenatal care
- Increase rate of breastfeeding in the area (using additional hiring of peer breastfeeding coaches)
- Attract eligible families to WIC and other services to bolster enrollment
- Continue serving residents at or below 100% of poverty level through reproductive health and wellness program (RHWP)
- Expand community engagement/outreach for innovative Men's Health Initiative
- Utilize additional community nurses to streamline community nursing services, and provide service to targeted "at risk" zip codes in Cincinnati
- Reduced rates of smoking in pregnancy
- Tobacco cessation program and reduction in tobacco use with adults and youth (CHCC)
- Promotion of tobacco-free campuses, and technical support for creation of smoke-free multi-unit housing by the Cincinnati Metropolitan Housing Authority (CHCC)



Fund(s): General Fund Support of \$929,000 in operating its Community Nursing program (also, generates \$150,000 in Medicaid billing). In addition, the Health Department relies on grants from the Ohio Department of Health passing through federal dollars for WIC (\$3.5 million) and Reproductive Health (\$648,000), a contract with Cradle Cincinnati for Community Health Workers (\$165,000), and billing for reproductive health services rendered at its health centers to provide the funding (over \$500,000 annually) to fund its Infant Mortality reduction activities. Funding for the Creating Healthy Communities Coalition activities is provided by the Ohio Department of Health, through several grants totaling \$126,833.00.

Data Capture:

- Services delivered to WIC patients.
- The Community Nursing and Children with Medical handicaps program activities and outcomes.
- The Reproductive Health services provided
- The Community Health Worker program activities and patient outcomes
- The Health Promotion and Worksite Wellness Program captures and reports data on all activities funded by grants from the Ohio Department of Health. Data is also accessible on Cincy Insights.

4) Environmental Health

Description: Monitoring the mosquito population for the known vectors of West Nile virus (WNV) (*Culex pipiens*) and Zika virus (*Aedes aegypti*, *A. albopictus*) is the primary way to protect the public's health from mosquito-borne diseases. This involves setting traps near suspected breeding sites and in response to citizen complaints, identifying the vector species, and having the mosquitoes tested. WNV is endemic in the region and while no locally-acquired Zika cases have been found to date, a mosquito capable of transmitting the virus is prevalent here. Education of residents and targeted larviciding are also important components of the surveillance program. Local health departments must be ready with an established program to monitor and mitigate mosquito-borne diseases should an outbreak or serious threat to public health occur.

Key Steps/Progress Milestones:

Milestones include: Identifying partners to fill gaps in vector control coverage in the event that widespread adulticiding is called for, educating communities on how to reduce mosquito populations and protect themselves through breeding source reduction and the judicious use of personal protection, and providing guidance and educational material to high-risk groups and travelers.

Fund(s): OEPA Mosquito Control Grant funds in the amount of \$14,240.

Performance Indicator(s):

- Prevalence of mosquito vectors and the incidence of infection in the mosquito and human populations which can be mapped, and a final report to OEPA will be generated at the conclusion of the grant period.



Health

- Identify density locations for the vector species and what monitoring and mitigation methods are most impactful.
- The number of mosquitoes caught in each trap each night
- The type species and gender of the trapped mosquitoes

Fiscal Sustainability

1) Accreditation

Description: CHD is currently in the process of completing accreditation by the national Public Health Accreditation Board (PHAB). Ohio Department of Health require accreditation be completed for all local health departments (LHDs) that receive state funding by 2020. Accreditation is a lengthy process with a goal of creating a high-performing governmental public health system to create a healthier nation. PHAB Accreditation involves all divisions and programs, guided by the accreditation coordinator and office of the health commissioner. The benefits of PHAB Accreditation include:

- Tearing down silos between departments and programs
- Increasing quality and performance improvement opportunities
- Identify opportunities and challenges within CHD
- Increasing our capacity to, “Promote, Prevent and Protect”
- Stimulating greater accountability and transparency within CHD
- Improving the management process used by the leadership team

Key Steps/Progress Milestones:

Accreditation Progress: CHD will create an action plan to address any challenge areas identified by the PHAB Accreditation Committee. The action plan will lay out the steps taken to achieve PHAB Accreditation and maintain it for the next 5 years.

CHD will build upon the already established Clinical Quality Improvement Team to help foster an environment of continuous quality improvement. The department will monitor program performance and plans to improve department wide performance measures.

Fund(s): Accreditation is housed with the office of the health commissioner. Funds support the accreditation coordinator (\$100,000 in payroll and fringes) for performance management system development and monitoring, department-wide quality improvement activities, community health assessment (CHNA/CHA), community health improvement plan (CHIP) and strategic planning (SP). Since these projects require additional support in planning, monitoring, promoting and evaluation; additional funds are needed for an additional staff or staff time (0.5-1.0FTE with community engagement and/or epidemiology experience) and department resources (e.g. meeting space and equipment, copying, printing, office supplies). As the Com-



community Health Improvement Plan is developed and health focus areas are identified by the community, additional resources may be needed by the health department and the community to work on strategies in these focus areas.

Performance Indicator(s):

Progress in each key step identified will be determine by completion of the plan or process. The plans that are developed will include monitoring and evaluation processes to determine success of the plans. In Performance Management/Quality Improvement, the accreditation coordinator is leads the performance management system to monitor programs progress with selected program goals and assess progress of quality improvement projects. Performance Management Measures need to be matched to the Priority Agreement.

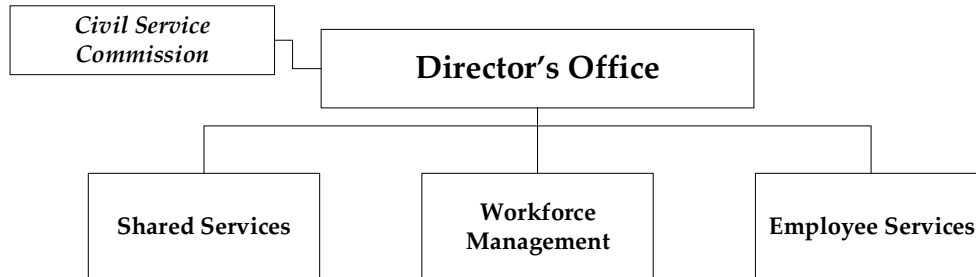


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Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,092,290	951,920	1,225,690	273,770	1,242,540
Employee Benefits	357,370	339,740	389,180	49,440	394,880
Non-Personnel	462,350	486,520	455,350	(31,170)	459,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,912,010	1,778,180	2,070,220	292,040	2,096,720
Operating Budget Restricted					
Personnel Services	237,870	312,670	313,910	1,240	326,350
Employee Benefits	80,990	97,240	138,990	41,750	143,860
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	318,860	409,910	452,900	42,990	470,210
Internal Service Funds	0	0	0	0	0
Total	2,230,870	2,188,090	2,523,120	335,030	2,566,930
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	35,000	35,000	35,000
Total Full-time Equivalent Positions	22.10	22.10	24.10	2.00	24.10

Departmental Budgets

Human Resources



Department Agencies

- Human Resources

Agency Summaries

Agency 1: Human Resources

Description: Includes Workforce Management, Employee Services, Shared Services, and Administration. Primary functions are position management; classification/compensation including salary studies; hiring/selection; labor negotiations; and civil service testing.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,092,290	951,920	1,225,690	273,770	1,242,540
Employee Benefits	357,370	339,740	389,180	49,440	394,880
Non-Personnel	462,350	486,520	455,350	(31,170)	459,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,912,010	1,778,180	2,070,220	292,040	2,096,720
Operating Budget Restricted					
Personnel Services	237,870	312,670	313,910	1,240	326,350
Employee Benefits	80,990	97,240	138,990	41,750	143,860
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	318,860	409,910	452,900	42,990	470,210
Internal Service Funds	0	0	0	0	0
Total	2,230,870	2,188,090	2,523,120	335,030	2,566,930
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	35,000	35,000	35,000
Total Full-time Equivalent Positions	22.10	22.10	24.10	2.00	24.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
382,200	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
107,620	1.00	110,750	1.00	General Fund	This increase to the department budget will provide resources for a Heavy Equipment Operator Trainer position.
(26,500)	0.00	(26,500)	0.00	General Fund	This represents a City Council approved budget adjustment to increase position vacancy savings.
(16,200)	0.00	(17,250)	0.00	Income Tax-Infrastructure	This reflects the transfer of positions between the Income Tax-Infrastructure Fund and the General Fund.
16,200	0.00	17,250	0.00	General Fund	



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
85,680	1.00	88,160	1.00	General Fund	This increase represents the addition of a Human Resources Analyst position that will be assigned to the Emergency Communications Center.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(44,500)	0.00	(44,500)	0.00	General Fund	This reflects a reduction to the department budget. Testing costs for Police and Fire sworn promotions will be reduced. This reduction is achieved by advancing the testing timetable so that the tests are performed in FY 2019 using the department's FY 2019 appropriation.
(169,470)	0.00	(173,080)	0.00	General Fund	This reflects a reduction to the department budget. This reduction increases position vacancy savings.



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Safer Streets

1) Enhance recruitment, on-boarding, and overall hiring efforts for Police and Fire recruit classes.

Description: The Human Resources Department will partner with the Police and Fire Departments, along with our vendor IOS, to test and on-board new recruit classes during FY20. This will entail working with both the police and fire recruit teams to ensure a diverse pool of applicants, candidate assessment and on-boarding efforts.

Key Steps/Progress Milestones:

In conjunction with the Police and Fire Departments, along with our vendor IOS, the Human Resources Department will work to enhance the efficiency of the testing process, and ensure error-free testing and selection processes for recruit and promotional tests. Both Police and Fire have new recruit testing in FY20.

Fund(s): N/A

Performance Indicator(s):

- Facilitation of Police Recruit Test
- Number of applicants for Police Recruit position
- Number deemed eligible Police
- Facilitation of Fire Recruit Test
- Number of applicants for Fire Recruit position
- Number deemed eligible for Fire

2) City-Wide Implicit Bias Training

Description: The Human Resources Department will ensure that all City employees receive Implicit Bias training within 12 months after the roll-out of the training. Mayor Cranley introduced legislation that requires all City employees go through Implicit Bias training. While the training program is still being vetted through the RFP process, a combination of external trainers, and a train-the-trainer model will likely be used. The overall goal of Implicit Bias training is to expose people to their unconscious biases, to provide tools to adjust automatic patterns of thinking, and ultimately eliminate discriminatory behaviors.

Key Steps/Progress Milestones:

- Award of the RFP
- Schedule training and facilitate training
- Provide monthly updates to the City Manager and other interested parties.

FY 2020 Department Strategic Priorities



Human Resources

- Within 12 months of the start of the training, all City employees will have received the Implicit Bias training.

Fund(s) : N/A

Performance Indicator(s):

- Number of facilitators trained to provide implicit bias training
- Number of employees completed training

Efficient Service Delivery

1) Centralized HR model that delivers consistent, efficient service.

Description: In an effort to continue to enhance city-wide service delivery, the creation and sustainability of the centralized HR concept will bring consistent communication and results across the city structure.

“Smaller” department (Tier 2) HR work will be assumed by internal Central HR staff. Each staff member will be assigned two departments and will ensure that everything from on-boarding, to filling positions, to labor relations is handled by the one internal Central HR staff member. The transition into this model will include, prior to implementation, the assigned analyst working directly with the department to design their own HR experience, including, for example, enhanced on-boarding, support in recruitment and selection, identifying and setting a training plan and employee recognition plan with Central HR’s Employee and Training Supervisor, and other areas identified by the department.

The larger operational departments will have their HR manager reporting directly to the HR Director that should enable the City to now provide consistent application of policy, rules, collective bargaining agreements, Administrative Regulations, etc through continued training and direction. Combined, the same direction is flowing to every single department in the City.

Key Steps/Progress Milestones:

- Monthly meetings with the SMA's from the Tier 1 departments
- Perform quarterly compliance reviews
- Evaluate performance data monthly and provide feedback
- Routinely conduct on site check-ins with departments
- Conduct required training quarterly throughout the year

Fund(s): N/A

Performance Indicator(s): TBD



2) Review and Revision of the Human Resources Policies and Procedures (HRP&P)

Description: Review and Revision of the HRP&P to better align with updated rules and regulations. The HRP&P is the City’s policies and procedures that govern all employees in the City (unless superceded by a collective bargaining agreement). The HRP&P include provisions such as compensation, conditions of employment, and leaves of absence, among others. It has been over 10 years since the Policies and Procedures have been updated (even longer for some of the provisions). HRP&P are updated as needed but HR intends to make a concerted effort reflect changes and current operations.

Key Steps/Progress Milestones:

- Create committee that will work on individual chapters
- Tracking of completed revised chapters of the HRP&P with the goal of one chapter completed per month.

Fund(s): N/A

Performance Indicator(s):

Chapters Complete

3) Create the HR training division (Office of Employee Advancement)

Description: The Office of Employee Advancement within HR would oversee internal (and some external) training opportunities for City employees. This Office or Division within HR would provide City employees with individual, group, and organizationally driven professional development opportunities.

Key Steps/Progress Milestones:

- Finish creating classifications for the training series positions
- Establish a curriculum for the training positions to initially focus on CDL/Heavy Equipment/Crane training activities
- Working with Budget, add a second position that focuses on the administrative-type training

Fund(s): N/A

Performance Indicator(s):

- Creation of the Division
- Number of trainings facilitated

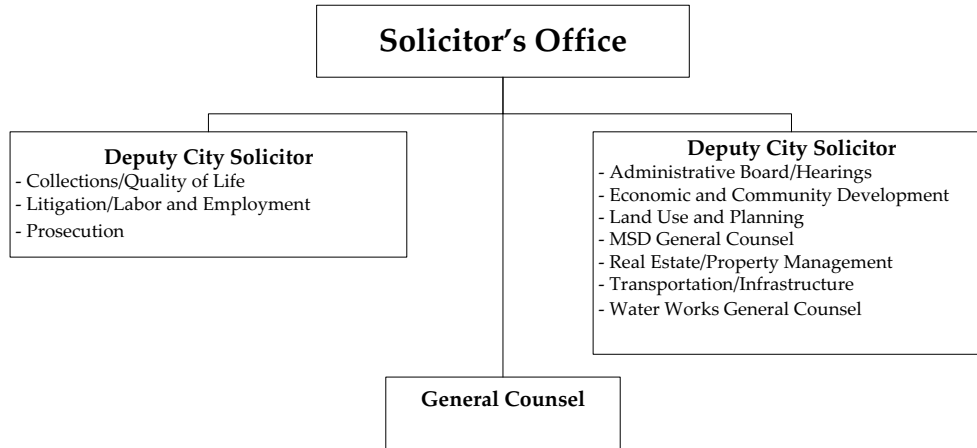


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Law

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,863,190	5,115,120	4,976,990	(138,130)	5,107,170
Employee Benefits	1,522,780	1,763,520	1,684,510	(79,010)	1,734,700
Non-Personnel	750,460	640,070	708,160	68,090	715,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,136,430	7,518,710	7,369,660	(149,050)	7,557,140
Operating Budget Restricted					
Personnel Services	294,320	303,660	273,010	(30,650)	285,970
Employee Benefits	68,520	69,040	76,080	7,040	82,170
Non-Personnel	6,490	6,610	6,670	60	6,750
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	369,330	379,310	355,760	(23,550)	374,890
Internal Service Funds	701,130	802,190	1,021,640	219,450	1,054,530
Total	8,206,890	8,700,210	8,747,060	46,850	8,986,560
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	2,200,000	2,190,000	1,890,000	(300,000)	1,890,000
Total Full-time Equivalent Positions	81.20	82.20	82.20	0.00	82.20

Departmental Budgets



Law

Department Agencies

1. Law - Civil
2. Law - Administrative Hearings & Prosecution
3. Law - Real Estate

Agency Summaries

Agency 1: Law - Civil

Description: The Civil section drafts legislation for City Council, the Mayor, and the Administration, provides legal advice to the City's officials and agencies, and ensures that municipal civil code violations are enforced by conducting administrative hearings.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,863,190	2,935,230	2,847,170	(88,060)	2,932,540
Employee Benefits	1,522,780	1,013,950	991,950	(22,000)	1,026,570
Non-Personnel	750,460	480,630	552,000	71,370	557,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,136,430	4,429,810	4,391,120	(38,690)	4,516,850
Operating Budget Restricted					
Personnel Services	294,320	271,600	234,580	(37,020)	246,330
Employee Benefits	68,520	60,570	64,490	3,920	69,700
Non-Personnel	6,490	3,380	3,410	30	3,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	369,330	335,550	302,480	(33,070)	319,480
Internal Service Funds	701,130	0	0	0	0
Total	8,206,890	4,765,360	4,693,600	(71,760)	4,836,330
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,200,000	590,000	1,390,000	800,000	1,390,000
Total Full-time Equivalent Positions	81.20	45.20	43.20	(2.00)	43.20

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
346,440	(1.00)	All Funds	This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. The change in FTE is due to the transfer of a position to the Law - Administrative Hearings & Prosecution agency.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(245,000)	0.00	(245,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction increases reimbursements for in-house debt collections by increasing the commission rate on debt collected.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(22,740)	0.00	(22,740)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction increases reimbursements from the Property Management Fund.
(183,430)	(1.00)	(190,520)	(1.00)	General Fund	This reflects a reduction to the department's budget. This reduction transfers a Senior City Solicitor position from the General Fund to the Property Management Fund.
75,000	0.00	75,000	0.00	General Fund	This increase will provide resources for software to retrieve and store text messages from City provided cell phones.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(42,040)	0.00	(42,980)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will hold a part-time Law Clerk position vacant.

Departmental Budgets



Law

Agency 2: Law - Administrative Hearings & Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City, as well as staffing and managing several of the City's administrative boards.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	2,179,890	2,129,820	(50,070)	2,174,630
Employee Benefits	0	749,570	692,560	(57,010)	708,130
Non-Personnel	0	159,440	156,160	(3,280)	157,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	3,088,900	2,978,540	(110,360)	3,040,290
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	3,088,900	2,978,540	(110,360)	3,040,290
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	1,600,000	0	(1,600,000)	0
Total Full-time Equivalent Positions	0.00	30.00	31.00	1.00	31.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(18,960)	1.00	All Funds	This agency reflects an all funds decrease primarily due to assorted non-personnel reductions and reductions in employee benefits. The change in FTE is due to the transfer of a position from the Law - Civil agency.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(91,400)	0.00	(93,340)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will hold a Senior Assistant City Solicitor position vacant.



Agency 3: Law - Real Estate

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	32,060	38,430	6,370	39,640
Employee Benefits	0	8,470	11,590	3,120	12,470
Non-Personnel	0	3,230	3,260	30	3,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	43,760	53,280	9,520	55,410
Internal Service Funds	0	802,190	1,021,640	219,450	1,054,530
Total	0	845,950	1,074,920	228,970	1,109,940
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	500,000	500,000	500,000
Total Full-time Equivalent Positions	0.00	7.00	8.00	1.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,520	0.00	All Funds	This agency reflects an all funds increase primarily due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
183,430	1.00	190,520	1.00	Property Management	This reflects a reduction to the department's budget. This reduction transfers a Senior City Solicitor position from the General Fund to the Property Management Fund.
22,740	0.00	22,740	0.00	Property Management	This represents an increase in reimbursements to the Income Tax-Infrastructure Fund.



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Safety

1) Strategic Partnerships: U.S. Attorney's Office

Description: Through collaboration with the Cincinnati Police Department; the Bureau of Alcohol Tobacco, Firearms, and Explosives; and the United States Attorney's Office, this partnership has been enhanced by engaging in focused and targeted federal prosecution of the most violent offenders with an emphasis on geographical areas experiencing the highest rate of gun violence.

In addition, the Law Department collaborates with the U.S. Attorney's Office to leverage federal income tax liens to reduce blight in our communities. While these liens often hold little to no value for the IRS because the encumbered properties are significantly blighted, they can be leveraged by the City and the Landbank in efforts to restore these properties to productive use.

Key Steps/Progress Milestones:

Continued resource-sharing (attorney time) by the Law Department with partner agencies to support the priority goals.

Fund(s): There are no budgetary funds associated with this partnership; all activity is limited to attorney time.

Performance Indicator(s):

- Increased gun prosecutions in federal court;
- Reduction in violent, gun-related crimes; and
- Successful instances of leveraging federal income tax liens to reduce blight in the City.

Thriving Neighborhoods

1) Strategic Partnership: The Port and Landbank

Description: Continue and support Law Department partnership with the Port and the Hamilton County Land Reutilization Corporation (Landbank) to address quality of life issues throughout the City.

Key Steps/Progress Milestones:

Continue Law Department's Economic Development and Quality of Life attorney partnerships with the Port and the Hamilton County Land Reutilization Corporation (Landbank) on complex development projects and City-wide nuisance abatement activity. In addition, the Law Department collaborates with the U.S. Attorney's office to leverage federal income tax liens to reduce blight in our communities. While these liens often hold little to no value for the IRS because the encumbered properties are significantly blighted, they can be leveraged by the City and the Landbank in its efforts to restore these properties to productive use.



Law

Fund(s) : No budgetary funds associated with this partnership; all activity is limited to attorney time.

Performance Indicator(s):

- Successful instances of leveraging federal income tax liens in partnership with the Port and Landbank to reduce blight in our communities.
- Successful nuisance property abatement.

2) Establish a Housing Court

Description: The Law Department continues to work in collaboration with the Mayor and City Council, Hamilton County Officials, the Ohio Supreme Court and General Assembly to achieve a county-wide common pleas housing court that will have greater jurisdiction over nuisance properties, code violations, and other housing issues. Currently, Toledo, Columbus, and Cleveland all have dedicated courts to address these issues, which are highly successful at achieving lasting and comprehensive results in reduction of neighborhood blight, protection for vulnerable tenants living in substandard housing, and greater code enforcement.

Key Steps/Progress Milestones:

- Partnership with the Hamilton County Land Reutilization Corporation aimed at garnering strong county-wide support for housing court;
- Engagement with neighborhood community development corporations who stand to benefit from the creation of a housing court; and
- Engagement with neighboring municipalities, townships, and villages through, among other things, Law Department attorneys advising and collaborating with outside municipal attorneys to address nuisance conditions in their districts through enforcement strategies and litigation.

Fund(s): In FY19 Law encumbered \$75,000 for outside counsel to produce/develop all documents and legislation (for the local court, the Ohio Supreme Court, and state legislature) required for creating a new court and/or converting an existing court into a special court or specialized docket, which funds should be rolled over for FY20.

Performance Indicator(s):

This is primary a legislative policy initiative. Once a successful legislative coalition enacts the required legislation at

Growing Economic Opportunities

1) Promotion and Preservation of Inclusion Priorities in City Government

Description: As competing interests and priorities continue to impact the City's procurement practices, the Law Department is working closely with the City Administration and elected officials and staff to develop



and implement strategic methods to promote and preserve the City's inclusion priorities as supported by the City's disparity study.

Key Steps/Progress Milestones:

- Provide legal advice to City Manager, Procurement Officer, elected officials and staff as needed regarding procurement and inclusion priorities.
- Conduct necessary legal research and draft appropriate legislation while avoiding unintended consequences regarding inclusion priorities

Fund(s) : N/A

Performance Indicator(s):

Law's efforts can be measured through its advice in establishing legally defensible inclusion policies and defending such policies from court challenge.

Fiscal Sustainability & Strategic Investment

1) Manage the expiration of the MSD 1968 Agreement

Description: The 1968 Agreement between the City and the County regarding the management and operations of the Metropolitan Sewer District expired in 2018 and has been extended with federal court involvement pending negotiation of a new agreement and/or litigation. The Law Department plays a key role in supporting negotiations . A conclusion will require that the assets and liabilities are equitably divided and a new system established to address the sewer needs of the City and to ensure compliance with the Federal Consent Decree.

Key Steps/Progress Milestones:

- Continuous supervision of ongoing legal issues for the district
- Compliance with consent decree milestones
- Preservation of City interests in long-term operation of MSD and City sewer assets

Fund(s): N/A

Performance Indicator(s):

City performance will be measured by ability to protect City interests through resolution in court or through negotiated settlement.



Law

2) Manage the transfer of the Mill Creek's flood protection infrastructure to the Millcreek Valley Conservancy District

Description: The Law Department continues to collaborate with Greater Cincinnati Water Works, its Stormwater Management Utility, and the Millcreek Valley Conservancy District ("MVCD")—a local government formed by eight communities along the Mill Creek to address flood protection after the disastrous 1959 Mill Creek flood—to address challenges facing the MVCD. As the Army Corps of Engineers prepares to turn over the Mill Creek's multi-million dollar flood protection infrastructure to MVCD management, the Law Department has worked with the City Manager's Office and the Mayor's Office to ensure that the MVCD has in place a qualified leadership team with a strong understanding of the flood management issues in order to protect the Mill Creek communities from future flooding.

Key Steps/Progress Milestones:

- Monitor the MVCD's progress as it determines its future course and seeks to raise revenue to support its vital purpose of providing flood protection to residents of the Mill Creek Valley.
- Coordinate with local stakeholders and ensure the viability and fiscal integrity of the MVCD.
- Work with the MVCD Board to support nomination of qualified persons with knowledge of related City infrastructure.
- Review MVCD legal documents and offer City clients support in the City's relationship with MVCD.

Fund(s): N/A

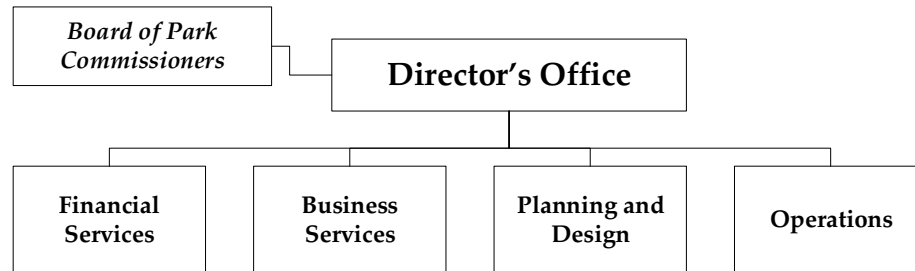
Performance Indicator(s):

Because this priority involves achieving policy objectives through intergovernmental cooperation that benefit the City and its residents, including through the provision of flood protection in the Mill Creek Valley to residents, businesses, and vital transportation and sanitation infrastructure, quantifiable data sets are inapplicable.



Parks

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,696,360	4,593,380	4,403,010	(190,370)	4,199,140
Employee Benefits	1,472,720	1,329,410	1,479,570	150,160	1,538,840
Non-Personnel	2,901,540	2,961,540	3,187,670	226,130	3,204,070
Properties	43,000	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,113,620	8,884,330	9,070,250	185,920	8,942,050
Operating Budget Restricted					
Personnel Services	4,415,630	6,129,610	5,453,350	(676,260)	5,569,610
Employee Benefits	1,693,140	2,107,030	2,333,810	226,780	2,371,200
Non-Personnel	2,871,230	3,402,620	3,489,640	87,020	3,552,440
Properties	30,000	30,000	30,300	300	30,600
Debt Service	0	0	0	0	0
Operating Total	9,010,000	11,669,260	11,307,100	(362,160)	11,523,850
Internal Service Funds	0	0	0	0	0
Total	18,123,620	20,553,590	20,377,350	(176,240)	20,465,900
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	4,751,000	5,416,000	5,826,500	410,500	5,826,500
Total Full-time Equivalent Positions	248.15	251.65	232.20	(19.45)	232.20

Departmental Budgets



Parks

Department Agencies

1. Office of The Director
2. Operations and Facility Management
3. Administration and Program Services

Agency Summaries

Agency 1: Office of The Director

Description: The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	190,780	208,750	215,490	6,740	215,080
Employee Benefits	56,750	57,270	79,870	22,600	80,410
Non-Personnel	710	710	710	0	710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	248,240	266,730	296,070	29,340	296,200
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	248,240	266,730	296,070	29,340	296,200
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
29,340	0.00 All Funds	This agency reflects a General Fund increase due to wage increases and employee benefits increases. There is no change in FTE.



Agency 2: Operations and Facility Management

Description: This program manages over 80,000 trees in the City's Street Tree program and provides ongoing maintenance to the park system, which includes mowing, trimming, weeding, planting, watering, pruning, and litter control per the Park Board's guidelines.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	3,282,780	3,023,550	2,447,960	(575,590)	2,496,710
Employee Benefits	1,045,650	785,760	853,650	67,890	893,420
Non-Personnel	2,107,060	2,175,760	2,439,590	263,830	2,448,370
Properties	43,000	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,478,490	5,985,070	5,741,200	(243,870)	5,838,500
Operating Budget Restricted					
Personnel Services	4,173,350	5,914,600	5,158,690	(755,910)	5,271,210
Employee Benefits	1,612,250	2,038,390	2,238,140	199,750	2,274,060
Non-Personnel	2,648,170	3,172,750	3,256,120	83,370	3,314,990
Properties	30,000	30,000	30,300	300	30,600
Debt Service	0	0	0	0	0
Operating Total	8,463,770	11,155,740	10,683,250	(472,490)	10,890,860
Internal Service Funds	0	0	0	0	0
Total	14,942,260	17,140,810	16,424,450	(716,360)	16,729,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	3,680,500	3,772,500	4,074,500	302,000	4,074,500
Total Full-time Equivalent Positions	204.35	206.85	185.40	(21.45)	185.40

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(207,510)	(0.20)	All Funds	This agency reflects an all funds decrease due to reimbursement and materials and supplies decreases that are partially offset by increases in contractual services. The change in FTE is due to adjustments in part-time staffing levels.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(70,690)	(2.76)	(70,690)	(2.76)	General Fund	This represents a reduction to the department's budget. This reduction will delay water feature activation at Smale Riverfront Park and Washington Park until Memorial Day.
19,590	1.00	78,340	1.00	Sawyer Point	This represents an increase for a Municipal Worker position for the boat dock at Smale Riverfront Park.
(410,380)	(13.99)	(412,290)	(13.99)	General Fund	This reflects a reduction to the department's budget. This reduction will contract out the operation of Carol Ann's Carousel at Smale Riverfront Park and eliminate vacant positions and seasonal positions related to Carousel operations.
0	(5.50)	0	(5.50)	General Fund	This represents a redistribution of resources for the operations and maintenance at Washington Park and Ziegler Park.
(143,000)	0.00	(143,000)	0.00	General Fund	This represents an additional budget adjustment to increase position vacancy savings.

Departmental Budgets



Parks

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
418,260	7.50	428,960	7.50	Krohn Conservatory	This represents a shift of resources related to operations at the Krohn Conservatory to the Krohn Conservatory Fund.
(418,260)	(7.50)	(428,960)	(7.50)	General Fund	
95,850	1.00	96,330	1.00	Cincinnati Riverfront Park	This increase would add an Environmental Safety Specialist position to oversee risk management functions including training, protective equipment ordering and testing, hazardous materials handling, and pest control licensing.
70,690	0.00	70,690	0.00	General Fund	This represents an increase to the contractual services budget for operations related to Washington Park and Ziegler Park.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(158,900)	(1.00)	(161,390)	(1.00)	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will hold a Truck Driver position vacant as well as increase reimbursements.
88,000	0.00	88,000	0.00	Sawyer Point	



Agency 3: Administration and Program Services

Description: This program provides capital improvement and maintenance to park infrastructure, implements the Park Board's Master Plan, provides managerial oversight for the Park Board, offers nature programs, and oversees customer service and special permitting.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,222,810	1,361,080	1,739,560	378,480	1,487,350
Employee Benefits	370,330	486,380	546,050	59,670	565,010
Non-Personnel	793,770	785,070	747,370	(37,700)	754,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,386,910	2,632,530	3,032,980	400,450	2,807,350
Operating Budget Restricted					
Personnel Services	242,280	215,010	294,660	79,650	298,400
Employee Benefits	80,890	68,640	95,670	27,030	97,140
Non-Personnel	223,060	229,870	233,520	3,650	237,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	546,230	513,520	623,850	110,330	632,990
Internal Service Funds	0	0	0	0	0
Total	2,933,140	3,146,050	3,656,830	510,780	3,440,340
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,070,500	1,643,500	1,752,000	108,500	1,752,000
Total Full-time Equivalent Positions	41.80	42.80	44.80	2.00	44.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
510,780	2.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE reflects an increase in part-time positions.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
93,840	1.00	95,860	1.00	Krohn Conservatory	This represents a shift of resources related to operations at the Krohn Conservatory to the Krohn Conservatory Fund.
(93,840)	(1.00)	(95,860)	(1.00)	General Fund	



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Safety

1) Timely Emergency Response During Inclement Weather Events

Description: Maintain timely emergency response efforts integrated with City's overall emergency response during storms, floods, and other inclement weather events. This relates to Urban Forestry's responsiveness to downed trees and branches in parks, on public property, and blocking streets. This includes implementing the Riverfront Parks flood plan when flooding occurs at Yeatman's Cove, Theodore M. Berry International Friendship, Sawyer Point, Smale Riverfront Park, California Nature Preserve and Margrish Preserve.

Key Steps/Progress Milestones:

Response mobilization, in conjunction with other City departments, during emergency events as they occur.

Fund(s): 428

Performance Indicator(s):

- Number of Customer Service Requests (CSRs) from CAGIS
- Response time for CSRs

Thriving Neighborhoods

1) Ongoing Beautification of Parks' Properties & Resources

Description: Provide and maintain a park system that increases community engagement; enhances overall quality of life; maintains public spaces that foster social cohesion; and leverage neighborhood revitalization.

Key Steps/Progress Milestones:

Provide quality customer service, including responses to customer service requests within the scope of Parks services.

Fund(s): 050, 428, 318, 326, 329, 330, 332

Performance Indicator(s):

Number of Customer Service Requests (CSRs) from CAGIS

2) Sustain & Enhance the Urban Forestry Street Tree Program

Description: Maintaining 1/6 of City street trees annually on a six-year cycle -- provides an increased urban street canopy (and includes over 80,000 trees in the City of Cincinnati).

Key Steps/Progress Milestones:

Completing annual Preventative Maintenance cycle



Parks

Fund(s): 428

Performance Indicator(s):

- Number of trees maintained
- Customer Service Requests for Urban Forestry

Fiscal Sustainability

1) Maintain and Enhance Revenue Generating Infrastructure & Programs

Description: The Cincinnati Park Board relies upon attendance, admissions, permit and rental fees to offset operating expenses and aide in park beautification and maintenance. The revenue generated is considerable, last year, totaling \$3,234,561. These include Krohn Conservatory ticket admissions/memberships (\$951K in revenue), Explore Nature! Nature childhood education and summer camps fees (\$208K), Carol Ann's Carousel ride admissions (\$129K), Riverfront Parks special event charges and parking revenue (\$1.1M) and facility rental fees (Pavilions, lodges and garden areas, \$803K).

Key Steps/Progress Milestones:

- Continued participation in City's event permitting process improvements.
- Utilize latest trends and tactics to advertise and provide outreach to targeted populations representing the City's diversity to raise awareness about revenue generating programs, events, and services.

Fund(s): 333, 329, 330, 332

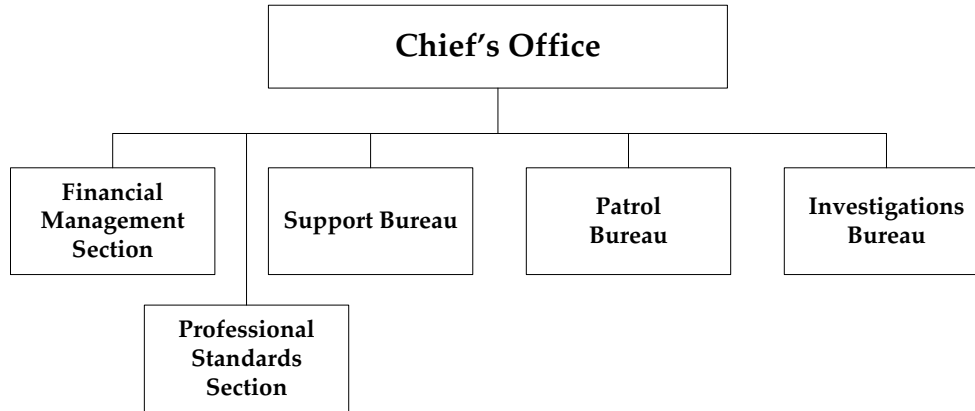
Performance Indicator(s):

- Number of Special Event permits issued
- Number of Special Events held
- Revenue generated



Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	98,723,140	97,009,710	98,238,810	1,229,100	99,000,350
Employee Benefits	37,402,240	36,495,160	39,706,620	3,211,470	39,947,130
Non-Personnel	13,560,360	13,096,800	13,789,770	692,970	13,905,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	149,685,740	146,601,670	151,735,200	5,133,540	152,852,790
Operating Budget Restricted					
Personnel Services	965,000	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	2,250,880	2,357,500	2,398,000	40,500	2,140,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,215,880	2,357,500	2,398,000	40,500	2,140,070
Internal Service Funds	0	0	0	0	0
Total	152,901,620	148,959,170	154,133,200	5,174,040	154,992,860
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	3,545,000	2,237,000	2,339,000	102,000	2,279,000
Total Full-time Equivalent Positions	1,379.46	1,257.46	1,243.00	(14.46)	1,243.00

Departmental Budgets

Police



Department Agencies

1. Patrol Bureau
2. Police Emergency Communications
3. Investigations Bureau
4. Support Bureau
5. Administration Bureau

Agency Summaries

Agency 1: Patrol Bureau

Description: This agency provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	91,969,050	68,498,450	67,273,970	(1,224,480)	68,824,370
Employee Benefits	34,954,350	25,763,480	27,283,530	1,520,050	27,877,400
Non-Personnel	13,359,110	6,739,150	6,607,700	(131,450)	6,682,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	140,282,510	101,001,080	101,165,200	164,120	103,383,790
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	1,875,000	1,288,500	990,800	(297,700)	1,171,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,875,000	1,288,500	990,800	(297,700)	1,171,820
Internal Service Funds	0	0	0	0	0
Total	142,157,510	102,289,580	102,156,000	(133,580)	104,555,610
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,245,000	0	60,800	60,800	60,800
Total Full-time Equivalent Positions	1,259.46	893.46	871.00	(22.46)	873.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
750,700	(21.46)	All Funds	This agency reflects an all funds increase due to wage and employee benefits increases which are partially offset by staffing reductions. The change in FTE is due to a change in how sworn staffing FTEs are presented.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(220,000)	0.00	(220,000)	0.00	General Fund	This represents a City Council approved budget adjustment that will delay the start of the 110th Police Recruit Class from November 2019 until December 2019.
(149,000)	0.00	(149,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction decreases employee hospitalization costs.
(69,280)	(1.00)	(71,740)	(1.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates a vacant Clerk Typist 3 position.
(80,000)	0.00	(80,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
34,000	0.00	0	0.00	General Fund	This increase will provide resources for improvements to interview rooms at various Police District facilities.
(400,000)	0.00	(400,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will lower the total overtime appropriation to levels matching FY 2019.

Departmental Budgets

Police



Agency 2: Police Emergency Communications



Description: The Emergency Communications Center moved to the City Manager's Office as of FY 2019.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	6,754,090	0	0	0	0
Employee Benefits	2,447,890	0	0	0	0
Non-Personnel	201,250	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,403,230	0	0	0	0
Operating Budget Restricted					
Personnel Services	965,000	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	375,880	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,340,880	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	10,744,110	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,300,000	0	0	0	0
Total Full-time Equivalent Positions	120.00	0.00	0.00	0.00	0.00



Agency 3: Investigations Bureau

Description: This agency prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	13,379,840	13,503,330	123,490	13,524,730
Employee Benefits	0	4,926,470	5,250,370	323,900	5,300,630
Non-Personnel	0	1,464,060	1,679,840	215,780	1,612,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	19,770,370	20,433,540	663,170	20,437,860
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	366,000	508,200	142,200	488,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	366,000	508,200	142,200	488,350
Internal Service Funds	0	0	0	0	0
Total	0	20,136,370	20,941,740	805,370	20,926,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	157.00	156.00	(1.00)	156.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
830,370	(1.00)	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(25,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.

Departmental Budgets

Police



Agency 4: Support Bureau

Description: This agency supports the line operations of the Department through supplies, transportation, police records, custody of property involved in criminal activity, in-service training; and administers the recruiting, selection, and training of new officers.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	6,859,990	8,357,850	1,497,860	7,673,400
Employee Benefits	0	2,633,830	3,469,790	835,960	3,069,650
Non-Personnel	0	2,151,620	2,773,360	621,740	2,698,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	11,645,440	14,601,000	2,955,560	13,441,500
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	371,000	424,000	53,000	214,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	371,000	424,000	53,000	214,240
Internal Service Funds	0	0	0	0	0
Total	0	12,016,440	15,025,000	3,008,560	13,655,740
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	1,000,000	1,188,200	188,200	1,188,200
Total Full-time Equivalent Positions	0.00	110.00	112.00	2.00	112.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,425,410	8.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases, as well as transfers within the department.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(398,850)	(6.00)	(413,130)	(6.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates vacant Clerk Typist positions in the Records Section.
(18,000)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.



Agency 5: Administration Bureau

Description: This agency directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	8,271,430	9,103,660	832,230	8,977,850
Employee Benefits	0	3,171,380	3,702,930	531,560	3,699,450
Non-Personnel	0	2,741,970	2,728,870	(13,100)	2,912,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	14,184,780	15,535,460	1,350,690	15,589,640
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	332,000	475,000	143,000	265,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	332,000	475,000	143,000	265,660
Internal Service Funds	0	0	0	0	0
Total	0	14,516,780	16,010,460	1,493,690	15,855,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	1,237,000	1,090,000	(147,000)	1,030,000
Total Full-time Equivalent Positions	0.00	97.00	104.00	7.00	102.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,621,110	9.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases, as well as transfers within the department.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(199,640)	(3.00)	(205,270)	(3.00)	General Fund	This reflects a reduction to the department's budget. This reduction eliminates vacant Clerk Typist 3 positions in the Detail Coordination Unit.
72,210	1.00	74,690	1.00	General Fund	This represents the transfer of a Computer Programmer/Analyst position from Enterprise Technology Solutions.



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**Safety****1) Continue Focused Efforts and Initiatives to Reduce Violent Crime**

Description: The Department's goal continues to be the maintenance of 2018 reductions achieved in the violent crime areas of homicide, felonious assault and aggravated robbery focusing specifically on deterring gun violence. This is an ongoing priority due to the high impact of safer streets on the community.

Key Steps/Progress Milestones:

- Monitor violent crime to ensure efforts foster and sustain the current downward trend
- Continue forging partnerships with other agencies to strengthen regional enforcement efforts
- Remain engaged in the Public Safety Partnership with the US Department of Justice (DOJ) which allows the Department to consult with and receive coordinated training and technical assistance and an array of resources from DOJ to enhance local violence reduction strategies
- Discuss and analyze outcomes of deterrence strategies in CIRV Governance meetings
- Deploy PIVOT strategies where data indicates a priority location and continue to expand its reach to additional identified neighborhoods as needed while considering manageability based on available resources
- Leverage grant funds to enhance and expand success of PIVOT methodologies
- Maximize the integration of problem solving initiative with PIVOT and CIRV to further success
- Intensify collaboration efforts with City departments and communities to mitigate place networks the disproportionately impact violent crime
- Cultivate the domestic violence intervention program (Divert) through enhanced efforts and partnerships.
- The Department has partnered with the U.S. Attorney's Office to pursue enhanced penalties through the prosecution of repeat domestic violence offenders in federal court.

Fund(s): Most initiatives have already been accounted for an absorbed within the operating budget or grants.

Performance Indicator(s):

- Statistics indicating a sustained downward trend in City-wide violent crime.
- Homicides - Shootings DB/RMS (CPD)
- Non-fatal shootings - Shootings DB/RMS (CPD)
- Part 1 Violent Crime - RMS (CPD)



Police

- Part 1 Property Crime - RMS (CPD)
- Number of CIRV investigations conducted - CIRV
- Number of place-based investigations conducted – CIRV
- Number of one-on-one interventions – CIRV
- Number of youth interventions – CIRV
- Problem solving projects - PSTS/RMS (CPD)
- Domestic Violence crimes - RMS (CPD)
- DOJ PSP - study results/analysis (DOJ)

Thriving Neighborhoods

1) Community Engagement and Development

Description: The Department recognizes that crime and disorder reductions can best be sustained by community engagement coupled with strategic planning efforts. In order to do so, CPD will continue to work with and engage additional stakeholders to work towards establishing and fostering this culture where crime and disorder are not tolerated so community rebuilding can occur. This is an ongoing priority of the Department due to the significance of continued community engagement and the multi-faceted requirements for the successful refresh of the Collaborative Agreement.

Key Steps/Progress Milestones:

- Continue to implement the steps necessary for the City's recommitment to the Collaborative Agreement process.
- Evaluate and refine CPD's revitalized Problem Solving initiative and training process with the assistance of the University of Cincinnati.
- Evaluate CPD's new organizational structure related to the Problem Solving initiative with the assistance of the University of Cincinnati.
- Foster healthy, productive relationships with individual neighborhoods and the community by providing information and training in collaboration with the Collaborative Sustainability Manager.
- Continue to increase police legitimacy and the Department's positive image by following the guidelines of the 21st Century Policing model.

Fund(s): Most initiatives have been accounted for and absorbed within the annual operating budget.



Performance Indicator(s):

- Successful Problem Solving projects in collaboration with the community.
- Problem solving projects - PSTS/RMS (CPD)
- Number of community meetings/events participation by trained PS officers (CPD)
- Number of communities involved in efforts - PSTS/RMS (CPD)

Efficient Service Delivery

1) Increase Operational Efficiency Through Technology

Description: CPD is committed to leverage its resources through law enforcement technology advances. The priority of the Department is to integrate its current and future technological systems to maximize the efficiency of operational and administrative processes.

Key Steps/Progress Milestones:

- Expand ShotSpotter technology to Price Hill and integrate with CAD system.
- Upgrade the Department's Records Management System to provide less duplicative and more intuitive work processes to increase efficiencies.
- Continue to participate in emerging technology developments that prioritize the involvement of the back-end user needs.
- Test new equipment and software that allows the Department to maximize investment returns.
- Develop long-term goals and strategies for Departmental technology implementations that avoid system silos and minimize costs.
- Continue to collaborate with City stakeholders regarding CPD systems and needs.

Fund(s): General and IT Capital funds.

Performance Indicator(s):

Successful implementation or advancement of the following:

- ShotSpotter expansion;
- Kronos scheduling;
- RMS solution;



Police

- GPS and situational awareness tools;
- Employee Tracking System and Early Warning indicators;
- Body Worn Camera equipment upgrades;
- Wireless systems for instantaneous footage uploads;
- In-car camera system upgrades.

Fiscal Sustainability

1) Maintain Departmental Reductions in Overtime Spending

Description: CPD has been monitoring its overtime expenditures in its various divisions and has mitigated several contributory factors in order to accomplish overtime cost reductions in 2018. The Department has also been successful in its collection efforts for reimbursable overtime for Police details. This priority is included because of the importance of managing the operating budget of the Department in order to benefit the City as a whole.

Key Steps/Progress Milestones:

- Continue to adhere to the recommendations of the 2016 Office of Citizen Complaint and Internal Audit report and State audit performed in 2018.
- Implement a quarterly budget audit/review process.
- Continue to identify and review personnel that are peer group overtime outliers in Departmental audits.
- Continue to monitor and outstanding overtime reimbursement due.
- Maintain improved collection efforts for these reimbursements at the Department level.
- Establish and monitor adherence to Kronos online timekeeping rules and procedures to improve real-time management of overtime.

Fund(s): Ongoing Kronos and Work Force Ready system licensing costs have been added to the annual operating budget.

Performance Indicator(s):

Maintain the overtime spending reduction identified in the 2018 CPD Inspections Overtime Audit.

- Average OT expenditure/pay period (discretionary) – CPD
- Average OT expenditure/pay period (non-discretionary) – CPD



- Number of mandatory off days used (by PO, assignment and district) – CPD
- CPD Inspections Section audit - CPD
- Outstanding accounts (past 90 days) for reimbursable OT – CPD
- Outstanding amount (past 90 days) for reimbursable OT – CPD
- Reimbursable OT amounts received - CPD/CFS
- Audit(s) recommendation data - CPD/Kronos

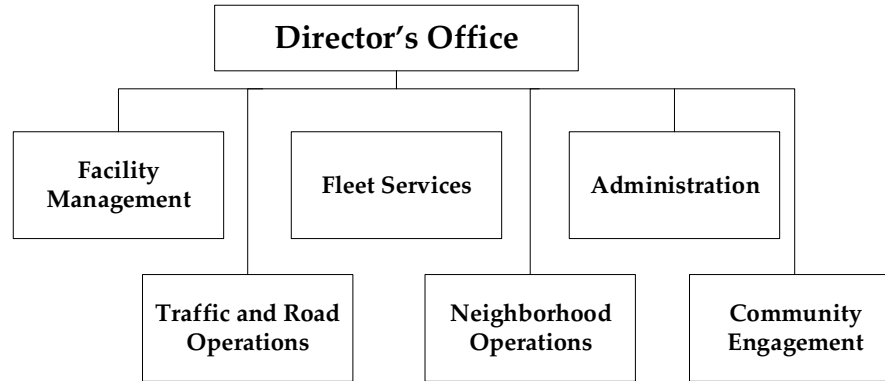


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Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	5,799,510	4,949,530	4,945,690	(3,840)	5,030,250
Employee Benefits	2,213,980	1,983,730	2,065,290	81,560	2,110,250
Non-Personnel	8,402,550	8,289,460	7,614,450	(675,010)	7,586,850
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	16,416,040	15,222,720	14,625,430	(597,290)	14,727,350
Operating Budget Restricted					
Personnel Services	11,740,780	14,045,600	15,721,880	1,676,280	16,169,580
Employee Benefits	4,480,200	5,578,260	6,621,560	1,043,300	6,832,790
Non-Personnel	8,483,690	8,222,220	11,334,780	3,112,560	10,632,060
Properties	30,430	30,430	107,130	76,700	88,260
Debt Service	0	0	0	0	0
Operating Total	24,735,100	27,876,510	33,785,350	5,908,840	33,722,690
Internal Service Funds	16,937,340	17,002,700	17,818,280	815,580	17,934,150
Total	58,088,480	60,101,930	66,229,060	6,127,130	66,384,190
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	19,424,160	21,335,160	22,345,770	1,010,610	22,601,560
Total Full-time Equivalent Positions	449.00	464.00	483.00	19.00	483.00

Departmental Budgets

Public Services



Department Agencies

1. Office of The Director
2. Traffic And Road Operations
3. Neighborhood Operations
4. City Facility Management
5. Fleet Services

Agency Summaries

Agency 1: Office of The Director

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	639,430	726,890	850,260	123,370	862,440
Employee Benefits	177,570	236,840	282,200	45,360	287,810
Non-Personnel	89,490	91,100	104,760	13,660	105,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	906,490	1,054,830	1,237,220	182,390	1,255,520
Operating Budget Restricted					
Personnel Services	91,150	94,340	95,470	1,130	96,150
Employee Benefits	32,800	35,870	38,250	2,380	39,050
Non-Personnel	74,830	65,970	50,590	(15,380)	51,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	198,780	196,180	184,310	(11,870)	186,460
Internal Service Funds	0	0	0	0	0
Total	1,105,270	1,251,010	1,421,530	170,520	1,441,980
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.00	11.00	1.00	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
186,920	1.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to a personnel transfer.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(360)	0.00	(360)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(16,040)	0.00	(16,040)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduces data processing expenses due to cost savings from technological upgrades.

Departmental Budgets

Public Services



Agency 2: Traffic And Road Operations

Description: This agency provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures as well as Winter Operations services.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	96,150	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	96,150	0	0	0	0
Operating Budget Restricted					
Personnel Services	6,621,970	7,209,580	7,834,270	624,690	8,087,570
Employee Benefits	2,596,500	3,030,550	3,502,630	472,080	3,637,270
Non-Personnel	4,596,920	4,604,860	6,386,140	1,781,280	5,653,500
Properties	30,430	30,430	30,730	300	31,040
Debt Service	0	0	0	0	0
Operating Total	13,845,820	14,875,420	17,753,770	2,878,350	17,409,380
Internal Service Funds	0	0	0	0	0
Total	13,941,970	14,875,420	17,753,770	2,878,350	17,409,380
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	155.00	155.00	166.00	11.00	166.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
328,990	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
457,830	2.00	264,970	2.00	Street Construction Maintenance & Repair	This increase will provide for staffing and resources for road structure repairs, such as guardrails and attenuators.
(78,760)	0.00	(78,760)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This represents a reduction in fleet expenses in the Transportation and Road Operations Division (TROD) due to redundancy from reimbursements.
399,200	0.00	401,070	0.00	Street Construction Maintenance & Repair	This represents a shift of funding for traffic signal systems operational costs from the Income Tax-Infrastructure Fund to the Street Construction Maintenance & Repair Fund.
(399,200)	0.00	(401,070)	0.00	Income Tax-Infrastructure	
600,000	0.00	600,000	0.00	Municipal Motor Vehicle License Tax	This represents an increase in funding for Winter Operations.
230,100	2.00	175,440	2.00	Street Construction Maintenance & Repair	This increase will provide staffing and resources for the repair of hard surfaces related to roadway maintenance, such as curbs.
65,000	0.00	65,000	0.00	Street Construction Maintenance & Repair	This increase will provide funding for the masonry and road materials needed to fill potholes.



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
177,160	0.00	177,160	0.00	Street Construction Maintenance & Repair	This increase provides funding for an increase in disposal contract fees. The price per load under the current contract is over 200% more than the prior contract.
1,098,040	7.00	618,660	7.00	Street Construction Maintenance & Repair	This increase will provide additional staff and resources for pavement repair activities.

Departmental Budgets

Public Services



Agency 3: Neighborhood Operations

Description: This agency provides curbside collection of solid waste, yard waste, tire collection, and litter pickup citywide; provides clean, safe and aesthetically pleasing neighborhoods, streets and green space; and conducts Street Sweeping services.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	4,995,430	4,048,320	3,916,330	(131,990)	3,990,230
Employee Benefits	1,957,470	1,658,320	1,687,090	28,770	1,725,780
Non-Personnel	5,414,980	5,325,170	4,738,850	(586,320)	4,701,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	12,367,880	11,031,810	10,342,270	(689,540)	10,417,420
Operating Budget Restricted					
Personnel Services	3,435,910	5,077,610	6,187,490	1,109,880	6,301,600
Employee Benefits	1,218,050	1,855,810	2,386,850	531,040	2,440,780
Non-Personnel	2,733,950	2,416,110	3,740,330	1,324,220	3,758,460
Properties	0	0	76,400	76,400	57,220
Debt Service	0	0	0	0	0
Operating Total	7,387,910	9,349,530	12,391,070	3,041,540	12,558,060
Internal Service Funds	0	0	0	0	0
Total	19,755,790	20,381,340	22,733,340	2,352,000	22,975,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,150,820	4,150,820	4,444,820	294,000	4,522,820
Total Full-time Equivalent Positions	185.00	200.00	206.00	6.00	206.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,437,370	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases as well as the addition of litter pickup crews in FY 2019.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(33,960)	(1.00)	(34,690)	(1.00)	General Fund	This reflects a reduction to the department's budget. This represents a shift of funding for dead animal removal to the Street Construction Maintenance & Repair Fund.
33,960	1.00	34,690	1.00	Street Construction Maintenance & Repair	
244,540	0.00	244,540	0.00	Street Construction Maintenance & Repair	This increase will provide funding to maintain the gateway greenspace throughout the City.
400,000	0.00	400,000	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for Keep Cincinnati Beautiful (KCB).
856,820	0.00	856,820	0.00	Stormwater Management	This reflects a reduction to the department's budget. This represents a shift of non-personnel fleet and fuel expenses related to greenspace maintenance to the Stormwater Management Fund.
(856,820)	0.00	(856,820)	0.00	General Fund	
119,700	1.00	121,030	1.00	Street Construction Maintenance & Repair	This reflects a reduction to the department's budget. This represents a shift of funding for graffiti abatement to the Street Construction Maintenance & Repair Fund.
(119,700)	(1.00)	(121,030)	(1.00)	General Fund	



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
163,920	2.00	166,850	2.00	Street Construction Maintenance & Repair	This reflects a reduction to the department's budget. This represents a shift of funding for code enforcement efforts to the Street Construction Maintenance & Repair Fund.
(163,920)	(2.00)	(166,850)	(2.00)	General Fund	
(75,000)	0.00	(75,000)	0.00	General Fund	This represents a City Council approved budget adjustment that changes a portion of the leveraged support for Keep Cincinnati Beautiful (KCB) from ongoing to one-time in nature.
338,480	0.00	378,800	0.00	General Fund	This increase will provide additional funding to compensate for increases in solid waste tonnage and price increases for the Solid Waste Curbside Collection Program.
(143,000)	0.00	(143,000)	0.00	General Fund	This represents an additional budget adjustment to increase position vacancy savings.
(399,650)	0.00	(399,650)	0.00	General Fund	This reflects a reduction to the department's budget. This eliminates leveraged support for Keep Cincinnati Beautiful (KCB).
400,000	5.00	400,000	5.00	Stormwater Management	This increase provides additional staffing and the appropriate equipment for the purpose of forming additional litter pickup crews.
74,260	1.00	77,590	1.00	Street Construction Maintenance & Repair	This increase will provide additional staffing for customer service related requests.
121,160	0.00	121,160	0.00	Street Construction Maintenance & Repair	This reflects a reduction to the department's budget. This represents a shift of funding for right-of-way cleaning to the Street Construction Maintenance & Repair Fund.
(121,160)	0.00	(121,160)	0.00	General Fund	

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
75,000	0.00	0	0.00	General Fund	This represents a City Council approved budget adjustment that provides one-time leveraged support to Keep Cincinnati Beautiful (KCB).

Departmental Budgets

Public Services



Agency 4: City Facility Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	66,210	69,930	73,490	3,560	72,730
Employee Benefits	28,610	31,870	34,670	2,800	34,840
Non-Personnel	2,800,530	2,871,860	2,769,880	(101,980)	2,779,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,895,350	2,973,660	2,878,040	(95,620)	2,886,770
Operating Budget Restricted					
Personnel Services	1,591,750	1,664,070	1,604,650	(59,420)	1,684,260
Employee Benefits	632,850	656,030	693,830	37,800	715,690
Non-Personnel	1,077,990	1,135,280	1,157,720	22,440	1,168,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,302,590	3,455,380	3,456,200	820	3,568,790
Internal Service Funds	0	0	0	0	0
Total	6,197,940	6,429,040	6,334,240	(94,800)	6,455,560
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	7,500	7,500	57,500	50,000	57,500
Total Full-time Equivalent Positions	29.00	28.00	28.00	0.00	28.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(33,320)	0.00	All Funds	This agency reflects an all funds decrease due to a reduction in contractual services. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
40,000	0.00	40,000	0.00	General Fund	This increase will provide additional resources to fund maintenance and repair work at the Radcliff facility, 19 West Elder Street, and the former One-Stop Permit Center.
(62,320)	0.00	(62,320)	0.00	General Fund	This reflects a reduction to the department's budget. This reduces leveraged support for 3CDC (for Fountain Square) and eliminates leveraged support for The Corporation for Findlay Market.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(39,160)	0.00	0	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This represents a reduction in personnel costs due to additional expected position vacancy savings.



Agency 5: Fleet Services

Description: This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	98,440	104,390	105,610	1,220	104,850
Employee Benefits	50,330	56,700	61,330	4,630	61,820
Non-Personnel	1,400	1,330	960	(370)	970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	150,170	162,420	167,900	5,480	167,640
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	16,937,340	17,002,700	17,818,280	815,580	17,934,150
Total	17,087,510	17,165,120	17,986,180	821,060	18,101,790
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	17,265,840	17,176,840	17,843,450	666,610	18,021,240
Total Full-time Equivalent Positions	71.00	71.00	72.00	1.00	72.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,480	1.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to the addition of a Fleet Services Manager.



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Efficient Service Delivery

1) Snow Removal

Description: Continue to ensure the Department and the City are prepared for a winter weather event with the goal of making all streets passable 24 hours after the last snow fall of each event.

Key Steps/Progress Milestones:

- Continue to prioritize snow routes and mapping, while finding the best ways to increase engagement within the City to improve snow operations (need the assistance of ETS or vendor).
- Conduct extensive training for operators.
- Conduct dry run on all routes for improved efficiency.
- Utilize the best methods to increase communication with the Public, including via CincyInsights.

Fund(s): Fund 301 and Fund 306

Data Capture:

- Lane miles treated prior and during snow events
- Vehicles with completed winter operations maintenance as of November 1
- Number of Slippery Street CSRs received more than 24 hours after the last snowfall

Thriving & Healthy Neighborhoods

1) Blight Prevention and Removal

Description: The goal for the Street Sweeping, Greenspace, Neighborhood Litter, "Blitz" Cleanup, and Private Lot Abatement (PLAP) programs is to remove litter and improve the quality of life in neighborhoods.

Street Sweeping: Street sweeping plays a critical role in keeping Cincinnati's streets, air, and water clean. A clean street keeps storm drains clear of debris, helps prevent localized street flooding due to clogged catch basins, and prevents pollutants from reaching the waterways. DPS's sweeping program consists of five sweepers and three dirt trucks, sweeping city streets once per month on static routes. Currently, the street sweeper program covers 3,200 curb lane miles.

Greenspace: The Greenspace Maintenance Plan contains city owned areas maintained by DPS such as lots, steps, walls and concrete islands. Greenspace sites are located near, next to or in the right-of-way. Currently, there are 1,252 sites in the greenspace plan. The plan is updated as new sites are identified and included. A crew of 14 FTEs cleans and maintains the greenspace sites. The goal of Greenspace is to maintain safety in the right-of-way by cutting anything impacting the line-of-size or removing hazards that impact the right-of-way.



Public Services

Neighborhood Litter: The Neighborhood Litter Program started in January 2019. A dedicated crew of 15 FTEs litter pick in the right-of-way. The goal of the program is to reduce litter in the Right-of-Way (ROW) and reduce the amount of litter going into the storm water system. This program will help fulfill the City's Ohio EPA National Pollutant Discharge Elimination System (NPDES)/Municipal Separate Storm Sewer System permit requirements.

"Blitz" Cleanup: The Blitz program runs April to October. It is a week long focused cleaning effort in specific neighborhood(s). DPS works with Community Councils to identify areas to focus services on during their Blitz week. The Blitz occurs in all 52 neighborhoods.

Private Lot Abatement: The PLAP was formed through a proposal by Mayor Cranley to clean up overgrown lots and blight on private property in Cincinnati neighborhoods. PLAP has two critical components: civil citation issuance (via code enforcement), and lot cleaning/abatement. The PLAP program aims to promote thriving, clean, safe, and healthy neighborhoods through cleaning and abatement of private lots, while increasing code enforcement and civil citation revenue (for reinvestment back into PLAP).

Key Steps/Progress Milestones:

- Street Sweeping, Greenspace, Neighborhood Litter, & "Blitz" Cleanup
- Clean identified routes and locations reducing litter.
- Maintain identified locations following schedule to service.
- Coordinate and partner efforts with neighborhoods leaders, Keep Cincinnati Beautiful (KCB), and Ohio Department of Transportation (ODOT) to combat litter, increase greenspace maintenance, and increase community participation.
- Private Lot Abatement
- Work with Law Department and the Hamilton County Land Bank to formulate a sustainable solution to reduce the number of properties in PLAP.

Fund(s): 050, 107, 301

Performance Indicator(s):

- Lots abated
- Lots maintained after initial abatement
- Number of neighborhood cleanups ("Blitz")
- Street sweeping lane miles completed
- Number of greenspace sites maintained
- Amount of trash collected



2) Street and Right-of-Way Maintenance

Description: The goal for Traffic and Road Operations Division's (TROD) Pothole, Catch Basin Cleaning, Structure Maintenance and Repair, Traffic Signals, Traffic Signs and Special Event programs is to provide the community with clean and safe travel conditions in the City's public right-of-way.

Potholes: TROD responds to Citizen Service Requests (CSRs) to fill potholes. Potholes are filled using bagged cold patch or hot asphalt.

Catch Basin Cleaning: TROD cleans out approximately 15,000 stormwater catch basins per fiscal year

Structure Maintenance and Repair: TROD is responsible to maintain and repair damaged guardrails and attenuators (crash safety barriers)

Traffic Signals: TROD troubleshoots traffic signal outages and repairs damages to traffic signals. TROD also performs preventative maintenance on controllers at intersections

Traffic Control: TROD is responsible for the maintenance of faded signs as well as the installation of some new signs. TROD is responsible for the maintenance of line stripping in the right of way (linear footage)

Special Events: TROD provides, sets up and takes down barriers for street closures due to special events.

Key Steps/Progress Milestones:

- Potholes, Traffic Signals and Traffic Signs
- Response to Citizen Service Requests (CSRs) to complete repairs
- Number of Special Events
- Traffic Intersection PMs
- Line Stripping Linear Footage

Fund(s): 301, 302, 306

Performance Indicator(s):

- Number of potholes filled
- Number of catch basins cleaned
- Number of guardrails repaired
- Number of attenuators repaired
- Number of traffic signals maintained
- Number of special events provided with barricades



Fiscal Sustainability

1) Fleet Modernization and Rightsizing

Description: The goal of modernization and rightsizing the City fleet is to improve the capacity of departments to deliver services. Implement the fleet modernization master plan as funding allows and proceed with Phase 2 of the fleet right sizing plan.

Key Steps/Progress Milestones:

- Using the fleet modernization masterplan as a baseline, create the specific FY20 replacement plan and procurement schedule.
- Update fleet modernization model and align plan to insure City is on track to achieve fleet lifecycle goals.
- Follow up on fleet utilization study and propose vehicle and equipment reductions.
- Track maintenance, repair, and fuel cost avoidance/savings.

Fund(s): 202, 882, 980

Performance Indicator(s):

- Number of vehicles/equipment out of lifecycle
- Percentage of vehicles/equipment out of lifecycle
- Number of vehicles/equipment purchased (CAP)
- Number of vehicles/equipment purchased (CIP)
- Number of fleet vehicles placed in service (FY)
- Number of vehicles/equipment reduced (FY)
- Fleet maintenance costs (average monthly)
- Average downtime for vehicles



Recreation

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



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	9,596,730	10,115,020	9,900,650	(214,370)	10,964,400
Employee Benefits	3,009,080	3,226,200	3,313,540	87,340	3,644,100
Non-Personnel	2,813,740	2,801,270	2,772,860	(28,410)	2,812,400
Properties	25,900	25,480	25,330	(150)	25,560
Debt Service	0	0	0	0	0
Operating Total	15,445,450	16,167,970	16,012,380	(155,590)	17,446,460
Operating Budget Restricted					
Personnel Services	4,551,340	5,049,270	5,965,950	916,680	4,981,760
Employee Benefits	723,540	775,770	1,061,080	285,310	789,880
Non-Personnel	6,789,910	7,231,020	7,099,530	(131,490)	7,129,150
Properties	13,160	13,160	13,290	130	13,420
Debt Service	310,050	297,290	40,630	(256,660)	39,130
Operating Total	12,388,000	13,366,510	14,180,480	813,970	12,953,340
Internal Service Funds	30,530	33,170	33,170	0	33,170
Total	27,863,980	29,567,650	30,226,030	658,380	30,432,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	6,103,000	6,103,000	11,004,000	4,901,000	11,004,000
Total Full-time Equivalent Positions	394.64	411.51	411.79	0.28	412.81



Department Agencies

1. West Region
2. East Region
3. Central Region
4. Maintenance
5. Golf
6. Athletics
7. Support Services

Agency Summaries

Agency 1: West Region

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,793,480	1,902,450	1,919,140	16,690	1,932,270
Employee Benefits	638,660	658,900	725,400	66,500	734,320
Non-Personnel	471,040	467,280	460,520	(6,760)	463,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,903,180	3,028,630	3,105,060	76,430	3,130,420
Operating Budget Restricted					
Personnel Services	665,360	880,000	856,400	(23,600)	856,400
Employee Benefits	29,630	39,160	38,120	(1,040)	38,120
Non-Personnel	152,970	205,600	219,260	13,660	220,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	847,960	1,124,760	1,113,780	(10,980)	1,114,900
Internal Service Funds	0	0	0	0	0
Total	3,751,140	4,153,390	4,218,840	65,450	4,245,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	66.63	72.47	72.47	0.00	72.65

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
65,450	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.



Agency 2: East Region

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,170,850	1,345,310	1,340,300	(5,010)	1,599,890
Employee Benefits	391,180	438,520	451,350	12,830	528,440
Non-Personnel	400,010	382,310	383,060	750	395,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,962,040	2,166,140	2,174,710	8,570	2,523,420
Operating Budget Restricted					
Personnel Services	1,250,660	1,030,000	1,266,440	236,440	1,009,900
Employee Benefits	124,720	45,850	116,420	70,570	44,960
Non-Personnel	173,830	257,200	262,040	4,840	253,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,549,210	1,333,050	1,644,900	311,850	1,308,360
Internal Service Funds	0	0	0	0	0
Total	3,511,250	3,499,190	3,819,610	320,420	3,831,780
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	66.56	70.85	70.85	0.00	71.01

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
320,420	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
337,350	0.00	0	0.00	Recreation Special Activities	This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations including the Bush Center operations.
(337,350)	0.00	0	0.00	General Fund	

Departmental Budgets

Recreation



Agency 3: Central Region

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,550,610	1,617,140	1,340,030	(277,110)	1,910,630
Employee Benefits	541,880	538,270	466,590	(71,680)	672,710
Non-Personnel	420,500	404,360	383,260	(21,100)	414,710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,512,990	2,559,770	2,189,880	(369,890)	2,998,050
Operating Budget Restricted					
Personnel Services	1,027,430	925,000	1,447,260	522,260	906,100
Employee Benefits	112,830	41,190	236,400	195,210	40,330
Non-Personnel	211,580	262,890	309,850	46,960	273,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,351,840	1,229,080	1,993,510	764,430	1,219,530
Internal Service Funds	0	0	0	0	0
Total	3,864,830	3,788,850	4,183,390	394,540	4,217,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	70.01	76.77	76.77	0.00	77.02

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
394,540	0.00	All Funds	This agency reflects an all funds increase due to the receipt of a boating safety grant and to wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
766,330	0.00	0	0.00	Recreation Special Activities	This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some recreation centers including Hirsch Center operations and Bond Hill Center operations for FY 2020.
(766,330)	0.00	0	0.00	General Fund	



Agency 4: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,418,280	1,491,050	1,442,060	(48,990)	1,455,670
Employee Benefits	457,430	583,400	605,630	22,230	621,590
Non-Personnel	965,330	994,080	995,240	1,160	984,930
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,841,040	3,068,530	3,042,930	(25,600)	3,062,190
Operating Budget Restricted					
Personnel Services	484,550	1,319,120	1,323,680	4,560	1,326,210
Employee Benefits	285,240	516,760	525,780	9,020	528,870
Non-Personnel	256,300	208,680	178,900	(29,780)	181,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,026,090	2,044,560	2,028,360	(16,200)	2,036,090
Internal Service Funds	0	0	0	0	0
Total	3,867,130	5,113,090	5,071,290	(41,800)	5,098,280
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	61.56	62.56	61.84	(0.72)	61.84

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
42,830	(0.72)	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to adjustments in seasonal, part-time staffing levels.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(84,630)	0.00	(84,630)	0.00	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This represents a one-time reduction in materials and supplies in the Indoor Maintenance Division.

Departmental Budgets

Recreation



Agency 5: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	146,840	149,530	151,920	2,390	153,960
Employee Benefits	51,390	49,950	52,730	2,780	53,900
Non-Personnel	5,072,090	5,532,020	5,211,110	(320,910)	5,265,740
Properties	0	0	0	0	0
Debt Service	310,050	297,290	40,630	(256,660)	39,130
Operating Total	5,580,370	6,028,790	5,456,390	(572,400)	5,512,730
Internal Service Funds	0	0	0	0	0
Total	5,580,370	6,028,790	5,456,390	(572,400)	5,512,730
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,900,000	5,900,000	5,900,000	0	5,900,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(572,400)	0.00	All Funds	This agency reflects an all funds decrease due to a decrease in rent charges and in debt service payments relating to a maturing debt service schedule. There is no change in FTE.



Agency 6: Athletics

Description: The Athletics, Aquatics, and Special Populations Division provides a variety of fun, safe, and high quality programs. Special populations include seniors and individuals with disabilities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	2,099,000	2,133,360	2,115,090	(18,270)	2,301,680
Employee Benefits	498,480	474,070	486,220	12,150	497,130
Non-Personnel	376,320	378,630	380,030	1,400	382,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,973,800	2,986,060	2,981,340	(4,720)	3,181,300
Operating Budget Restricted					
Personnel Services	733,490	618,620	790,420	171,800	596,770
Employee Benefits	55,400	44,590	52,230	7,640	43,620
Non-Personnel	688,440	604,670	704,320	99,650	719,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,477,330	1,267,880	1,546,970	279,090	1,360,170
Internal Service Funds	0	0	0	0	0
Total	4,451,130	4,253,940	4,528,310	274,370	4,541,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	91.74	90.74	90.74	0.00	91.17

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
317,270	0.00	All Funds	This agency reflects an all funds increase due to increases for contractors in athletics and wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(42,900)	0.00	(42,900)	0.00	General Fund	This represents an additional budget adjustment to increase position vacancy savings.

One-Time Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
20,000	0.00	0	0.00	Recreation Special Activities	This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for Therapeutics program operations.
(20,000)	0.00	0	0.00	General Fund	
182,260	0.00	0	0.00	Armlerder Projects	This reflects a reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Armlerder Fund for Armlerder Aquatics.
(182,260)	0.00	0	0.00	General Fund	

Departmental Budgets



Recreation

Agency 7: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	1,564,510	1,625,710	1,744,030	118,320	1,764,260
Employee Benefits	481,460	533,040	578,350	45,310	589,910
Non-Personnel	180,540	174,610	170,750	(3,860)	171,350
Properties	25,900	25,480	25,330	(150)	25,560
Debt Service	0	0	0	0	0
Operating Total	2,252,410	2,358,840	2,518,460	159,620	2,551,080
Operating Budget Restricted					
Personnel Services	243,010	127,000	129,830	2,830	132,420
Employee Benefits	64,330	38,270	39,400	1,130	40,080
Non-Personnel	234,700	159,960	214,050	54,090	215,640
Properties	13,160	13,160	13,290	130	13,420
Debt Service	0	0	0	0	0
Operating Total	555,200	338,390	396,570	58,180	401,560
Internal Service Funds	30,530	33,170	33,170	0	33,170
Total	2,838,140	2,730,400	2,948,200	217,800	2,985,810
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	203,000	203,000	203,000	0	203,000
Total Full-time Equivalent Positions	36.14	36.12	37.12	1.00	37.12

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
165,480	1.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases. The change in FTE is due to adjustments in seasonal, part-time staffing levels.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(247,680)	0.00	(247,680)	0.00	General Fund	This reflects a reduction to the department's budget. This eliminates leveraged support for the Summer Youth Jobs Initiative.
50,000	0.00	50,000	0.00	Recreation Special Activities	This increase will fund a sublease payment related to Westwood Town Hall as part of a development agreement.
250,000	0.00	250,000	0.00	General Fund	This represents an additional budget adjustment to restore leveraged support for the Summer Youth Jobs Initiative.



Growing Economic Opportunities

1) Grow the Youth to Work Program

Description: CRC manages the City summer youth program where 500 or more young people are employed in public, private, and non-profit work environments across the city.

Key Steps/Progress Milestones:

Expand the number of youth and young adults that are hired and placed in meaningful jobs incrementally each year until program participation reaches one thousand by year 2020.

Fund(s) : Community Development Block Grant, CRC, City and private sector

Performance Indicator(s):

- Increase in youth and young adult employment
- Increase private sector and not for profit sector employers i.e., job placement sites.

Thriving Neighborhoods

1) After School Programming

Description: CRC provides quality after school and before school care that involves a curriculum to include home work, arts, and social enhancement.

Key Steps/Progress Milestones:

Youth that participate in afterschool and before school care do better in school

Fund(s): CRC

Performance Indicator(s):

- Youth matriculate through school are more likely to graduate on time

2) Fitness and Wellness

Description: CRC provides a variety of healthy living and wellness opportunities at each of it's 23 recreation facilities. These healthy wellness opportunities range from drop-in basketball, pickleball, yoga and other forms of individual and team sport activities that focus on getting the community active.

Key Steps/Progress Milestones:

Decrease in community health risk indicators such as type two diabetes and high blood pressure

Fund(s): CRC and private sector partners



Recreation

Efficient Service Delivery

1) Implement Recreation and Point of Sale (POS) Software

Description: CRC made a major investment and launched a recreation and POS system at four recreation centers. This improvement will be systemwide by the end of 2020. Some of the system enhancements include point of sale, facility reservations, online reservations and membership management.

Key Steps/Progress Milestones:

- Improve data collection and revenue

Fund(s): CRC

Performance Indicator(s):

- Improve data collection and revenue

2) Expand Recreation Center Hours

Description: Expand Recreations Center hours for Fall/Winter 2019 to include weekend hours across the majority of the 23 recreation centers. With goal of providing increased access to programming and services to a broader number of citizens during the two busiest days in parks and recreation

Key Steps/Progress Milestones:

- Implement weekend hours for selected recreation centers

Performance Indicator(s):

- Increase citizen program participation numbers on weekends
- Increase the number of safe places for youth on the weekend across the city

3) Safety and Risk Management

Description: Ensure departmental-wide policies and procedures are in place to prevent accidents, track incidents, and respond quickly to incidents.

Key Steps/Progress Milestones:

- Hire a department safety and risk management manager

Fund(s): Use current funding by repurposing vacant positions

Performance Indicator(s):



- Complete Risk Audits within the Maintenance Division
- Reduce the number of work related vehicle incidents.
- Reduce the number of work related employee on-job injuries

Fiscal Sustainability and Strategic Investment

1) Increase Revenue

Description: Increase CRC fees and streamline CRC fee categories across the system.

Key Steps/Progress Milestones:

- Increase membership fees and program fees.
- Simplify and standardize program and service fee categories
- Implement new program applicant registration fees.

Fund(s): No new funds required

Performance Indicator(s):

- Increase in non-tax revenue



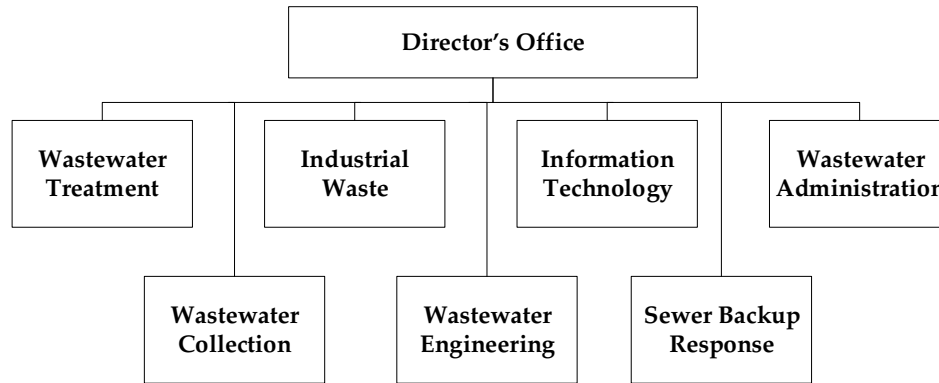
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Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.

* * * SEWERS' BUDGET IS PROVIDED FOR INFORMATION PURPOSES ONLY * * *



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	41,176,640	41,362,790	43,274,630	1,911,840	44,586,320
Employee Benefits	14,047,560	16,339,430	17,847,590	1,508,160	18,447,770
Non-Personnel	64,380,200	63,693,440	70,152,280	6,458,840	69,623,980
Properties	3,516,760	0	0	0	0
Debt Service	99,598,400	92,802,970	91,231,700	(1,571,270)	96,490,520
Operating Total	222,719,560	214,198,630	222,506,200	8,307,570	229,148,590
Internal Service Funds	0	0	0	0	0
Total	222,719,560	214,198,630	222,506,200	8,307,570	229,148,590
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	288,291,870	280,776,840	279,583,170	(1,193,670)	281,655,860
Total Full-time Equivalent Positions	740.00	740.00	740.00	0.00	740.00



Department Agencies

1. Office Of the Director
2. Wastewater Engineering
3. Project Delivery
4. Wastewater Administration
5. Information Technology
6. Wastewater Treatment
7. MSD Millcreek Section
8. MSD Little Miami Section
9. MSD Muddy Creek
10. MSD Sycamore Section
11. MSD Taylor Creek Section
12. MSD Polk Run Section
13. MSD Pump Stations
14. MSD Maintenance Section
15. Wastewater Collection
16. Regulatory Compliance & Safety (RCS)
17. Watershed Operations (WO)
18. Sewer Backups (SBU)
19. Debt Service

Agency Summaries

Agency 1: Office Of the Director

Description: Oversees the strategic direction of the utility, including directing programs and initiatives as outlined in the strategic plan. Manages organizational performance, budget, communications, community engagement, government affairs, governance and HR.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,497,500	1,484,640	1,955,950	471,310	2,015,740
Employee Benefits	457,260	2,557,410	688,390	(1,869,020)	711,440
Non-Personnel	2,088,150	1,121,880	1,166,210	44,330	1,047,740
Properties	0	0	0	0	0



Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Debt Service	0	0	0	0	0
Operating Total	4,042,910	5,163,930	3,810,550	(1,353,380)	3,774,920
Internal Service Funds	0	0	0	0	0
Total	4,042,910	5,163,930	3,810,550	(1,353,380)	3,774,920
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	288,291,870	280,776,840	279,583,170	(1,193,670)	281,655,860
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

Departmental Budgets

Sewers



Agency 2: Wastewater Engineering

Description: Administration, Construction, Conveyance Project Management, Development Services, Facilities Project Management, Quality Assurance. Implements the Capital Improvement Plan and Wet Weather Improvement Plan as required by the Consent Decree.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	6,454,380	6,130,090	5,858,290	(271,800)	6,034,020
Employee Benefits	2,185,190	2,096,660	2,373,480	276,820	2,452,650
Non-Personnel	784,010	1,758,250	743,170	(1,015,080)	743,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,423,580	9,985,000	8,974,940	(1,010,060)	9,229,910
Internal Service Funds	0	0	0	0	0
Total	9,423,580	9,985,000	8,974,940	(1,010,060)	9,229,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	127.00	127.00	127.00	0.00	127.00



Agency 3: Project Delivery

Description: Ensures efficient and timely project delivery.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	43,080	43,080	44,380
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	43,080	43,080	44,380
Internal Service Funds	0	0	0	0	0
Total	0	0	43,080	43,080	44,380
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Departmental Budgets

Sewers



Agency 4: Wastewater Administration

Description: Manages the department's centralized support services along with the overall leadership of the organization.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,331,870	2,866,270	3,603,910	737,640	3,714,460
Employee Benefits	1,076,970	1,010,480	1,327,400	316,920	1,371,710
Non-Personnel	6,582,600	6,605,380	8,017,250	1,411,870	8,018,020
Properties	3,516,760	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,508,200	10,482,130	12,948,560	2,466,430	13,104,190
Internal Service Funds	0	0	0	0	0
Total	14,508,200	10,482,130	12,948,560	2,466,430	13,104,190
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	57.00	57.00	57.00	0.00	57.00



Agency 5: Information Technology

Description: Provides Information Systems planning, implementation and support services.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,619,090	1,923,650	2,111,450	187,800	2,180,320
Employee Benefits	535,010	628,730	734,010	105,280	760,010
Non-Personnel	3,760,270	3,748,380	3,633,250	(115,130)	3,466,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,914,370	6,300,760	6,478,710	177,950	6,406,350
Internal Service Funds	0	0	0	0	0
Total	5,914,370	6,300,760	6,478,710	177,950	6,406,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	28.00	28.00	28.00	0.00	28.00

Departmental Budgets

Sewers



Agency 6: Wastewater Treatment

Description: Provides operations and maintenance of all nine permitted wastewater treatment plants with an average daily flow of 202 MGD, as well as operational support of wet weather facilities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,172,070	1,290,640	1,465,390	174,750	1,509,350
Employee Benefits	407,010	437,340	589,000	151,660	608,610
Non-Personnel	578,370	507,060	342,140	(164,920)	45,140
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,157,450	2,235,040	2,396,530	161,490	2,163,100
Internal Service Funds	0	0	0	0	0
Total	2,157,450	2,235,040	2,396,530	161,490	2,163,100
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	23.00	23.00	23.00	0.00	23.00



Agency 7: MSD Millcreek Section

Description: Reclaims wastewater and returns it to the environment in the Millcreek area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	5,072,530	5,108,160	4,481,170	(626,990)	4,615,610
Employee Benefits	1,558,410	1,595,200	1,811,640	216,440	1,872,020
Non-Personnel	13,514,580	14,222,760	14,777,890	555,130	14,793,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	20,145,520	20,926,120	21,070,700	144,580	21,280,850
Internal Service Funds	0	0	0	0	0
Total	20,145,520	20,926,120	21,070,700	144,580	21,280,850
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	70.00	70.00	70.00	0.00	70.00

Departmental Budgets

Sewers



Agency 8: MSD Little Miami Section

Description: Reclaims wastewater and returns it to the environment in the Little Miami area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,642,760	1,636,020	1,565,640	(70,380)	1,612,600
Employee Benefits	556,790	553,080	671,900	118,820	694,420
Non-Personnel	4,347,040	4,188,850	4,846,860	658,010	4,848,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,546,590	6,377,950	7,084,400	706,450	7,155,340
Internal Service Funds	0	0	0	0	0
Total	6,546,590	6,377,950	7,084,400	706,450	7,155,340
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Agency 9: MSD Muddy Creek

Description: Reclaims wastewater and returns it to the environment in the Muddy Creek area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,139,210	1,095,650	1,103,890	8,240	1,137,010
Employee Benefits	417,770	387,750	534,470	146,720	552,550
Non-Personnel	2,118,090	1,798,810	1,806,790	7,980	1,807,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,675,070	3,282,210	3,445,150	162,940	3,496,680
Internal Service Funds	0	0	0	0	0
Total	3,675,070	3,282,210	3,445,150	162,940	3,496,680
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	18.00	18.00	18.00	0.00	18.00

Departmental Budgets



Sewers

Agency 10: MSD Sycamore Section

Description: Reclaims wastewater and returns it to the environment in the Sycamore area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	649,560	597,580	849,190	251,610	874,670
Employee Benefits	237,280	220,110	396,620	176,510	409,970
Non-Personnel	1,482,360	1,321,080	1,281,280	(39,800)	1,281,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,369,200	2,138,770	2,527,090	388,320	2,566,050
Internal Service Funds	0	0	0	0	0
Total	2,369,200	2,138,770	2,527,090	388,320	2,566,050
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.00	15.00	0.00	15.00



Agency 11: MSD Taylor Creek Section

Description: Reclaims wastewater and returns it to the environment in the Taylor Creek area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	676,410	606,420	610,380	3,960	628,700
Employee Benefits	227,950	209,880	263,760	53,880	272,630
Non-Personnel	1,016,330	892,220	1,027,540	135,320	1,027,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,920,690	1,708,520	1,901,680	193,160	1,928,960
Internal Service Funds	0	0	0	0	0
Total	1,920,690	1,708,520	1,901,680	193,160	1,928,960
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00	11.00

Departmental Budgets

Sewers



Agency 12: MSD Polk Run Section

Description: Reclaims wastewater and returns it to the environment in the Polk Run area.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	548,410	490,590	431,740	(58,850)	444,690
Employee Benefits	187,370	168,610	184,640	16,030	190,810
Non-Personnel	1,002,320	934,230	963,520	29,290	963,620
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,738,100	1,593,430	1,579,900	(13,530)	1,599,120
Internal Service Funds	0	0	0	0	0
Total	1,738,100	1,593,430	1,579,900	(13,530)	1,599,120
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00



Agency 13: MSD Pump Stations

Description: This agency will be discontinued and its functions transferred to other agencies in CY 2020.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	1,497,680	466,650	0	(466,650)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,497,680	466,650	0	(466,650)	0
Internal Service Funds	0	0	0	0	0
Total	1,497,680	466,650	0	(466,650)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Departmental Budgets

Sewers



Agency 14: MSD Maintenance Section

Description: Conducts routine maintenance, remedial maintenance and customer service.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	4,083,710	4,126,900	3,817,740	(309,160)	3,929,440
Employee Benefits	1,417,600	1,423,010	1,635,020	212,010	1,688,840
Non-Personnel	2,188,500	2,092,840	2,795,660	702,820	2,260,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,689,810	7,642,750	8,248,420	605,670	7,878,720
Internal Service Funds	0	0	0	0	0
Total	7,689,810	7,642,750	8,248,420	605,670	7,878,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	69.00	69.00	69.00	0.00	69.00



Agency 15: Wastewater Collection

Description: Operates, cleans, repairs and reconstructs all assets comprising the wastewater collection system including 3,000 miles of main sewers, 90,000 manholes, 225,000 building sewers in the public right-of-way, and a wide variety of mechanical gates and valves.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	7,868,530	8,148,540	8,371,180	222,640	8,625,330
Employee Benefits	2,842,900	2,953,290	3,684,160	730,870	3,808,920
Non-Personnel	9,954,310	8,100,970	10,578,730	2,477,760	10,464,930
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	20,665,740	19,202,800	22,634,070	3,431,270	22,899,180
Internal Service Funds	0	0	0	0	0
Total	20,665,740	19,202,800	22,634,070	3,431,270	22,899,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	161.00	161.00	161.00	0.00	161.00

Departmental Budgets

Sewers



Agency 16: Regulatory Compliance & Safety (RCS)

Description: Provides regulatory compliance for all divisions and manages the Clean Water Act industrial pre-treatment program, which regulates commercial and industrial dischargers to the MSD collection system. Manages and implements safety and security programs.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,707,560	3,812,550	3,895,840	83,290	4,014,070
Employee Benefits	1,374,650	1,391,620	1,703,590	311,970	1,761,220
Non-Personnel	2,257,850	1,624,420	1,862,590	238,170	1,863,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,340,060	6,828,590	7,462,020	633,430	7,639,030
Internal Service Funds	0	0	0	0	0
Total	7,340,060	6,828,590	7,462,020	633,430	7,639,030
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	59.00	59.00	59.00	0.00	59.00



Agency 17: Watershed Operations (WO)

Description: Charged with reducing MSD's impact on the environment during wet weather. Ensures proper operation of wet weather facilities, monitors the collection system to optimize operations and properly report overflows in accordance with NPDES permits.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,214,790	1,431,750	2,408,780	977,030	2,483,880
Employee Benefits	379,450	458,160	942,800	484,640	974,980
Non-Personnel	7,303,840	5,237,400	6,613,400	1,376,000	7,296,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,898,080	7,127,310	9,964,980	2,837,670	10,755,290
Internal Service Funds	0	0	0	0	0
Total	8,898,080	7,127,310	9,964,980	2,837,670	10,755,290
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	30.00	30.00	30.00	0.00	30.00

Departmental Budgets



Sewers

Agency 18: Sewer Backups (SBU)

Description: The Sewer Backup (SBU) Program provides 24/7/365 customer service response for all issues associated with the SBU program. Wastewater Collections manages the SBU Program to provide customer relief for capacity related sewer backups.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	498,260	613,340	701,010	87,670	722,050
Employee Benefits	185,950	248,100	306,710	58,610	316,990
Non-Personnel	3,903,900	9,072,260	9,696,000	623,740	9,696,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,588,110	9,933,700	10,703,720	770,020	10,736,000
Internal Service Funds	0	0	0	0	0
Total	4,588,110	9,933,700	10,703,720	770,020	10,736,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00



Agency 19: Debt Service

Description: This program manages debt service payments related to capital projects and loans.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	99,598,400	92,802,970	91,231,700	(1,571,270)	96,490,520
Operating Total	99,598,400	92,802,970	91,231,700	(1,571,270)	96,490,520
Internal Service Funds	0	0	0	0	0
Total	99,598,400	92,802,970	91,231,700	(1,571,270)	96,490,520
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00



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Thriving Neighborhoods

1) Consent Decree Bridge Projects

Description: Deliver projects required pursuant to the schedule set forth in the Consent Decree modification referred to as the "Bridge." MSD will complete all planning and design work and prepare construction bid packets for timely legislative requests to the County Commissioners. Once projects are funded, MSD will oversee the construction work to ensure timely completion in accordance with Consent Decree milestones.

Key Steps/Progress Milestones:

Completion of bridge projects within substantial completion milestones of December 31, 2019 are primary consent decree focus. MSD has entered into a program management services agreement with Stantec to enhance its capital improvement program. This program management team (PMT) will be fully integrated with MSD and will serve at the discretion of MSD.

The PMT will be focused on developing a Start-Up Work plan in Q1 2019. This work plan will be developed iteratively with MSD Senior Management to ensure it reflects MSD priorities and needs. This Work plan will identify areas of focus and identify the resources within the organization that need to be involved to ensure capture of the appropriate insights, lessons learned, and priority needs.

- MSD Senior Management will meet weekly with the PMT to communicate on progress, priorities and coordination to ensure that appropriate communications to all MSD staff is provided.
- Once this Work plan is approved by MSD, the PMT will initiate the execution of this Plan over a period of 26 weeks. During this time, various consultant staff will be on-site periodically to support workshop facilitation, data gathering, process reviews, and development of recommendation memorandums.
- Following the 26 weeks to execute the Work plan, the Program efforts defined in the scope of work will commence, based on guidance and priority established by MSD.

Fund(s): 704

Performance Indicator(s):

- All consent decree projects are tracked in monthly Enterprise Activity Management Reports, provided to the City Manager.
- Reporting and management of project data will be updated under the PMT.

2) Sewer Backup Program Advancement

Description: Develop a proposal for revamping and revising the Sewer Backup (SBU) program to be more proactive, less reactive, with a multi-pronged approach to reduce risk and liability while offering ratepayers more value.



Sewers

Key Steps/Progress Milestones:

- Advance the Mt. Washington source control project to the Board of County Commissioners by April 30, 2019, as an initial proposal for alternative solution to the SBU prevention program (SBUPP) approach.
- Develop complete proposal for revamping SBU with tool box SBUPP approach, private lateral insurance options, and cost-effective inspection program by Dec. 31, 2019.

Fund(s): 701

Performance Indicator(s):

- Team leader will be identified to track research needed to complete proposal by year end.
- Mt. Washington project will be best early indicator of ability to implement new approach.
- SBU program data will show volume of calls received that are outside scope of current program
- Cost of SBUPP program.
- Wastewater Collections will track allowance spending on emergency sewer repairs performed on private laterals and assess cost of reactive nature of work.

3) Updated Watershed Management Rules

Description: Develop a recommendation for updated MSD rules & regulations for private stormwater detention requirements that provide more post construction benefits to MSD, in terms of CSO and MS4 responsibilities, and offer improvements to the community. The new approach will provide flexibility and not impede development.

Key Steps/Progress Milestones:

- Complete research and report on best practices for a detention rule Q2 2019.
- Meet with stakeholders, including other City Departments, the development community, City and County leadership, in Q3/Q4 2019.
- New rule drafted and proposed to County Commissioners by Q1 2020.

Fund(s): MSD 2019 Operating budget

Performance Indicator(s):

- Participation and engagement with stakeholders should lead to draft rule by end of 2019.



Efficient Service Delivery

1) Strategic Planning Initiative

Description: MSD has been in a state of uncertainty for several years due to the unresolved governance issues and needs to reestablish its identity as a vital public service. The department is engaged in an in-house strategic planning process designed to engage MSD employees in the process. The process will begin by having employees help define MSD's mission, vision for the future, and values in terms of the behaviors and culture we want to uphold and will then move into identifying key strategic goals and initiatives.

Key Steps/Progress Milestones:

- High level planning, includes setting the parameters, focus and budget (underway)
- Data gathering, surveys and focus groups through March 2019.
- Goal team development, identification of team leaders who will identify strategies and priorities, by end of summer 2019.
- Validation of goals and identify action items, prioritization, by end of Q3 2019.
- Plan development and training to be completed December 2019.
- Implementation (begin 2019 continue into 2020).

Fund(s): MSD 2019 Operating budget

Performance Indicator(s):

- Collection of data from surveys and focus groups.
- Goal team leaders will report progress, challenges to Bi-weekly meetings with MSD Executive team.
- Strategic planning coordination team will develop and implement project charters.

Fiscal Sustainability

1) Address Rate Affordability

Description: MSD continues to tackle affordability issues, striving to keep rates low, despite failing infrastructure and an increasing regulatory burden. As part of this ongoing effort, MSD is taking a fresh look at revenue options, rate structure, and customer assistance programs. MSD will identify revenue generating recommendations to the Board of County Commissioners as part of a 2020 budget submittal.

FY 2020 Department Strategic Priorities

Sewers



Key Steps/Progress Milestones:

- Implement Customer Assistance Program, once approved by BOCC, with aggressive communication strategy and streamlined enrollment.
- Develop an Impervious Area Surface fee recommendation in connection with 2020 budget submittal.
- Develop a recommendation for establishing a new high strength waste customer class to align rates with cost of service in connection with 2020 budget submittal.

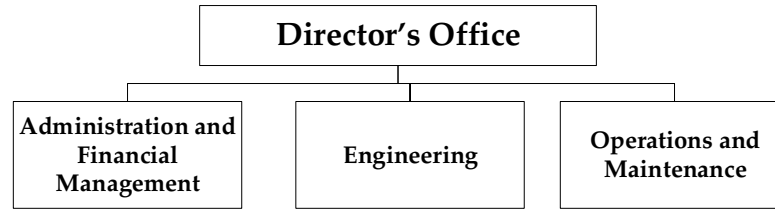
Fund(s): 2019 Operating Budget.

Performance Indicator(s):

Number of applications reviewed, approved, implementation time, and renewal rates.



Stormwater Management Utility



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,140,860	2,410,780	2,809,120	398,340	2,735,290
Employee Benefits	861,920	970,640	1,063,880	93,240	1,089,750
Non-Personnel	2,988,680	3,868,790	5,549,330	1,680,540	5,501,150
Properties	130,000	210,000	225,000	15,000	210,000
Debt Service	489,950	815,200	1,216,400	401,200	1,187,230
Operating Total	7,611,410	8,275,410	10,863,730	2,588,320	10,723,420
Internal Service Funds	0	0	0	0	0
Total	7,611,410	8,275,410	10,863,730	2,588,320	10,723,420
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	11,461,000	20,143,400	23,622,700	3,479,300	26,543,260
Total Full-time Equivalent Positions	28.00	31.00	32.00	1.00	32.00



Department Agencies

1. Stormwater Management Utility

Agency Summaries

Agency 1: Stormwater Management Utility

Description: This program oversees operational and financial functions, plans and designs capital improvement projects related to the City's flood control system, provides customer support, and maintains the existing storm drainage infrastructure.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,140,860	2,410,780	2,809,120	398,340	2,735,290
Employee Benefits	861,920	970,640	1,063,880	93,240	1,089,750
Non-Personnel	2,988,680	3,868,790	5,549,330	1,680,540	5,501,150
Properties	130,000	210,000	225,000	15,000	210,000
Debt Service	489,950	815,200	1,216,400	401,200	1,187,230
Operating Total	7,611,410	8,275,410	10,863,730	2,588,320	10,723,420
Internal Service Funds	0	0	0	0	0
Total	7,611,410	8,275,410	10,863,730	2,588,320	10,723,420
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	11,461,000	20,143,400	23,622,700	3,479,300	26,543,260
Total Full-time Equivalent Positions	28.00	31.00	32.00	1.00	32.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,376,110	0.00	All Funds	This agency reflects a Stormwater Management Fund increase due to wage increases and employee benefits increases as well as increases in contractual services, materials and supplies, and fixed charges. There is no change in FTE.

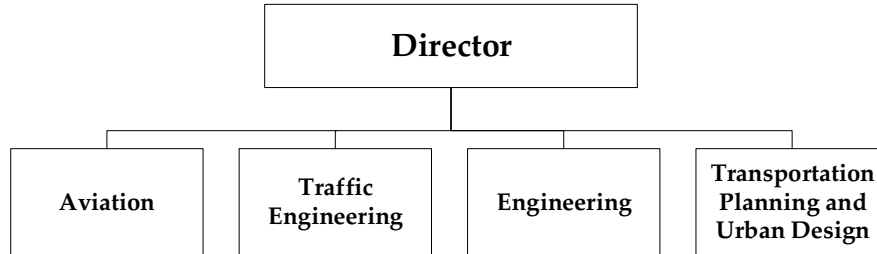
On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
112,220	1.00	116,200	1.00	Stormwater Management	This increase will provide resources for a Utility Construction Inspection Supervisor position.
1,100,000	0.00	1,100,000	0.00	Stormwater Management	This increase will fund additional sewer repair expenses.



Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	624,530	562,090	309,520	(252,570)	562,870
Employee Benefits	114,030	77,320	160,060	82,740	127,620
Non-Personnel	2,460,740	2,414,030	1,932,240	(481,790)	1,927,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,199,300	3,053,440	2,401,820	(651,620)	2,618,320
Operating Budget Restricted					
Personnel Services	5,585,050	6,216,370	5,515,180	(701,190)	5,684,940
Employee Benefits	1,875,950	1,658,910	2,226,410	567,500	2,709,800
Non-Personnel	1,769,500	1,807,440	2,757,020	949,580	2,523,030
Properties	227,210	197,310	47,780	(149,530)	48,260
Debt Service	120,290	57,400	55,880	(1,520)	54,120
Operating Total	9,578,000	9,937,430	10,602,270	664,840	11,020,150
Internal Service Funds	0	0	0	0	0
Total	12,777,300	12,990,870	13,004,090	13,220	13,638,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	3,682,500	3,146,500	3,687,000	540,500	3,728,310
Total Full-time Equivalent Positions	176.45	177.00	158.30	(18.70)	158.30



Department Agencies

1. Office of The Director
2. Transportation Planning
3. Engineering
4. Aviation
5. Traffic Engineering

Agency Summaries

Agency 1: Office of The Director

Description: This agency provides leadership for the Department of Transportation and Engineering.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	377,630	358,840	33,630	(325,210)	228,870
Employee Benefits	49,180	31,410	48,350	16,940	64,690
Non-Personnel	69,200	65,390	50,860	(14,530)	51,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	496,010	455,640	132,840	(322,800)	344,870
Operating Budget Restricted					
Personnel Services	997,200	975,340	1,265,500	290,160	1,161,600
Employee Benefits	336,270	254,060	474,250	220,190	433,230
Non-Personnel	39,810	47,670	56,970	9,300	57,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,373,280	1,277,070	1,796,720	519,650	1,652,240
Internal Service Funds	0	0	0	0	0
Total	1,869,290	1,732,710	1,929,560	196,850	1,997,110
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	21.00	22.00	19.00	(3.00)	19.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
197,210	(3.00)	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases, which is partially offset by the elimination of FTE in this agency.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(360)	0.00	(360)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction eliminates tuition reimbursement.



Agency 2: Transportation Planning

Description: Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	27,050	40,250	151,650	111,400	175,560
Employee Benefits	5,800	5,410	68,090	62,680	70,110
Non-Personnel	22,100	13,980	3,660	(10,320)	3,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	54,950	59,640	223,400	163,760	249,330
Operating Budget Restricted					
Personnel Services	336,120	431,410	1,124,230	692,820	1,318,470
Employee Benefits	89,020	114,860	626,500	511,640	643,720
Non-Personnel	130,100	73,420	64,100	(9,320)	64,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	555,240	619,690	1,814,830	1,195,140	2,026,430
Internal Service Funds	0	0	0	0	0
Total	610,190	679,330	2,038,230	1,358,900	2,275,760
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.95	15.50	30.80	15.30	30.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(64,090)	(1.20)	All Funds	This agency reflects an all funds decrease due to a reduction in FTE, which is partially offset by various non-personnel increases.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
167,170	1.00	171,550	1.00	General Fund	This reflects a change to the department's structure. Positions will be moved within the department to align with the department's reorganization plan.
1,376,000	18.00	1,583,950	18.00	Income Tax-Infrastructure	
(120,180)	(2.50)	(123,910)	(2.50)	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will result in the elimination of three vacant positions (a Civil Engineering Technician 1, a Senior Architect, and a Supervising Architect).

Departmental Budgets

Transportation & Engineering



Agency 3: Engineering

Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	150,240	43,840	300	(43,540)	31,680
Employee Benefits	42,670	480	760	280	(50,850)
Non-Personnel	52,570	52,990	48,390	(4,600)	48,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	245,480	97,310	49,450	(47,860)	29,280
Operating Budget Restricted					
Personnel Services	1,812,410	2,196,800	958,880	(1,237,920)	986,520
Employee Benefits	555,960	315,020	284,050	(30,970)	765,810
Non-Personnel	473,880	509,160	924,890	415,730	680,220
Properties	150,000	150,000	0	(150,000)	0
Debt Service	0	0	0	0	0
Operating Total	2,992,250	3,170,980	2,167,820	(1,003,160)	2,432,550
Internal Service Funds	0	0	0	0	0
Total	3,237,730	3,268,290	2,217,270	(1,051,020)	2,461,830
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,632,500	1,096,500	1,596,500	500,000	1,596,500
Total Full-time Equivalent Positions	97.50	97.50	67.50	(30.00)	67.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
696,200	(6.00)	All Funds	This agency reflects an all funds increase due to various non-personnel increases as well as reductions in FTE, which is partially offset by adjustments to reimbursements from capital projects.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(310,880)	(3.00)	(314,120)	(3.00)	General Fund	This reflects a change to the department's structure. Positions will be moved within the department to align with the department's reorganization plan.
(1,278,420)	(16.00)	(1,489,340)	(16.00)	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will result in the elimination of five vacant positions (a Civil Engineering Technician 2, a Clerk Typist 3, a Public Works Inspector 2, a Senior Engineer, and a Senior Engineering Technician).
89,630	1.00	91,420	1.00	Income Tax-Infrastructure	This reflects a change to the department's structure. Positions will be moved within the department to align with the department's reorganization plan.
(20,670)	(1.00)	(40,590)	(1.00)	General Fund	This reflects the addition of a Principal Engineer position and the elimination of a Geotechnical Engineer position.
27,670	0.00	27,210	0.00	Income Tax-Infrastructure	



Agency 4: Aviation

Description: This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	795,230	841,520	868,990	27,470	888,800
Employee Benefits	332,010	359,120	384,320	25,200	395,030
Non-Personnel	611,680	658,180	726,280	68,100	731,470
Properties	77,210	47,310	47,780	470	48,260
Debt Service	120,290	57,400	55,880	(1,520)	54,120
Operating Total	1,936,420	1,963,530	2,083,250	119,720	2,117,680
Internal Service Funds	0	0	0	0	0
Total	1,936,420	1,963,530	2,083,250	119,720	2,117,680
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,050,000	2,050,000	2,090,500	40,500	2,131,810
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
111,370	0.00	All Funds	This agency reflects an all funds increase due to wage increases and employee benefits increases along with various increases in non-personnel expenditures. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
8,350	0.00	8,290	0.00	General Aviation	This represents the elimination of an Airport Manager position and the addition of a Division Manager position.

Departmental Budgets

Transportation & Engineering



Agency 5: Traffic Engineering

Description: This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	69,620	119,160	123,940	4,780	126,760
Employee Benefits	16,390	40,020	42,860	2,840	43,670
Non-Personnel	2,316,870	2,281,670	1,829,330	(452,340)	1,824,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,402,880	2,440,850	1,996,130	(444,720)	1,994,840
Operating Budget Restricted					
Personnel Services	1,644,080	1,771,300	1,297,580	(473,720)	1,329,550
Employee Benefits	562,690	615,850	457,290	(158,560)	472,010
Non-Personnel	514,030	519,010	984,780	465,770	989,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,720,800	2,906,160	2,739,650	(166,510)	2,791,250
Internal Service Funds	0	0	0	0	0
Total	5,123,680	5,347,010	4,735,780	(611,230)	4,786,090
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	29.00	29.00	28.00	(1.00)	28.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(549,290)	0.00	All Funds	This agency reflects an all funds decrease due to adjustments to reimbursements from capital projects. There is no change in FTE.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
(61,940)	(1.00)	(62,770)	(1.00)	Income Tax-Infrastructure	This reflects a reduction to the department's budget. This reduction will result in the elimination of a vacant Clerk Typist 3 position.
(475,000)	0.00	(475,000)	0.00	General Fund	This represents a shift of eligible traffic signal operations and maintenance costs to the Street Construction Maintenance & Repair Fund.
475,000	0.00	475,000	0.00	Street Construction Maintenance & Repair	



Safety

1) Pedestrian Safety Improvements

Description: Implement quick, cost effective, high impact projects that will improve the safety of the pedestrians in our neighborhoods.

Key Steps/Progress Milestones:

- Analyze data from the 2019 Pedestrian Safety Survey.
- Compile draft Pedestrian Safety Improvement Plan based on data from the Pedestrian Safety Survey, Pedestrian Incidents Reports and Cincinnati Police Department (CPD) traffic crash data.
- Engage with community councils to develop consensus on priorities projects identified with the draft plan.
- Complete the Pedestrian Safety Plan.
- Complete procurement of the Plan's selected projects.
- Implement Pedestrian Safety Improvement Plan by December 30, 2019.

Fund(s): Requested \$500K in FY20 Budget

Performance Indicator(s):

- 95% of planned projects completed in FY
- 2019 Pedestrian Safety Survey (CAGIS)
- Incidents Reports (CAGIS)
- CPD Traffic Crash data (CPD)

Thriving Neighborhoods

1) Street Rehabilitation and Pavement Preservation

Description: Maintain and improve the pavement conditions for City streets which will improve the safety of motorists and the quality of life in our neighborhoods.

Key Steps/Progress Milestones:

- Complete the 2019 Pavement Condition Report.
- Update the Pavement Management Plan.

FY 2020 Department Strategic Priorities



Transportation & Engineering

- Complete Street Rehabilitation Plan for Capital Improvement Program (CIP) and Capital Acceleration Program (CAP) FY20 Programs.
- Complete the Pavement Preservation Plan for the CAP FY20 Program.
- Complete the Procurement Plan for Rehab and Pavement Preservation.
- Complete required work for the Street Rehab and Pavement Preservation Plans.

Fund(s): FY20 Street Rehabilitation and CAP Programs

Performance Indicator(s):

- Complete 90% of funded contract work in the calendar year
- Average PCI (CAGIS)
- PCI (by category), % of total. (CAGIS)
- Number of Lane Miles Paved: Street Rehab (CAGIS)
- Number of Lane Miles Preventive Maintenance: (CAGIS)
- Average cost per lane mile: Street Rehab (CAGIS)
- Average cost per lane mile: Preventive Maintenance (CAGIS)

Efficient Service Delivery

1) Asset Management

Description: Develop a CAGIS based inventory and description of DOTE owned and maintained infrastructure.

Key Steps/Progress Milestones:

- Complete asset inventory planning meetings with CAGIS associated with traffic counts, speed humps, bike trails, and streetscapes.
- Develop the inventory details and descriptions to ensure efficient asset management in the future.
- Develop the applications to capture inventory for architectural wayfinding signs and special pavement surfaces.
- Begin asset inventory for traffic counts, speed humps, bike trails, and streetscapes.

Fund(s): From existing DOTE programs as part of ongoing program management



Performance Indicator(s):

- Update asset ratings on an ongoing basis for streets, bridges, walls, steps, etc.
- Number of layers maintained in CAGIS (CAGIS)
- Number of layers inventoried for addition to CAGIS (CAGIS)

Fiscal Sustainability and Strategic Investment

1) Western Hills Viaduct

Description: Develop final plan for rehab or replacement of Western Hills Viaduct (WHV)

Key Steps/Progress Milestones:

- Evaluate possible rehab of existing viaduct and compare to life-cycle cost of replacement

Fund(s): Existing DOTE funds and Hamilton County Municipal Road Fund (MRF) Bridge funds

Performance Indicator(s):

- Determine final path forward for rehab or replacement of WHV by end of 2019
- Bridge condition (DOTE)
- Rehab cost (DOTE)
- Replacement cost (DOTE)

2) Restructure Department

Description: Develop new organizational structure for DOTE that positions the department for the future.

Key Steps/Progress Milestones:

Work with CMO, Budget, OPDA, and DOTE Deputy Directors to streamline project delivery, improve project management, modernize work flows, effectively manage infrastructure assets

Fund(s): Existing DOTE funds

Performance Indicator(s):

- Improved structure for DOTE, with flatter overall organization and clearer lines of authority.
- Lower overall labor cost

FY 2020 Department Strategic Priorities

Transportation & Engineering

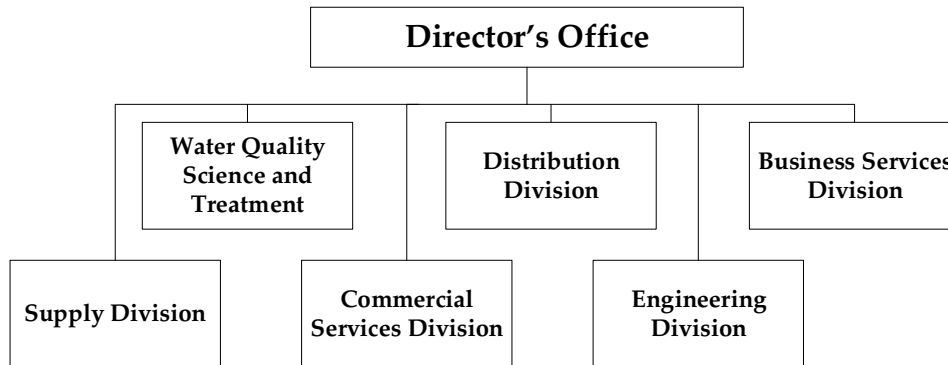


- Efficient, streamlined project delivery
- Increased customer service focus



Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	36,820,300	39,785,560	41,638,650	1,853,090	42,693,890
Employee Benefits	14,061,180	15,700,320	17,395,440	1,695,120	18,009,080
Non-Personnel	35,094,120	37,258,580	38,504,410	1,245,830	36,974,940
Properties	0	0	0	0	0
Debt Service	42,454,520	42,118,000	47,143,000	5,025,000	48,268,000
Operating Total	128,430,120	134,862,460	144,681,500	9,819,040	145,945,910
Internal Service Funds	0	0	0	0	0
Total	128,430,120	134,862,460	144,681,500	9,819,040	145,945,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	158,160,000	163,632,000	171,000,000	7,368,000	176,720,000
Total Full-time Equivalent Positions	642.87	650.81	658.78	7.97	658.78

Departmental Budgets

Water Works



Department Agencies

1. Business Services
2. Commercial Services
3. Water Supply
4. Water Distribution
5. Water Quality and Treatment
6. Engineering
7. Information Technology
8. Water Works Debt Service

Agency Summaries

Agency 1: Business Services

Description: This program manages the department's central support services including financial management, fleet procurement and maintenance, inventory, employee safety, and personnel.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	6,530,610	7,642,260	6,631,900	(1,010,360)	6,864,540
Employee Benefits	2,317,030	2,785,660	2,454,300	(331,360)	2,554,030
Non-Personnel	2,702,280	4,201,770	2,607,140	(1,594,630)	2,191,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,549,920	14,629,690	11,693,340	(2,936,350)	11,609,810
Internal Service Funds	0	0	0	0	0
Total	11,549,920	14,629,690	11,693,340	(2,936,350)	11,609,810
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	158,160,000	163,632,000	171,000,000	7,368,000	176,720,000
Total Full-time Equivalent Positions	97.38	110.19	84.00	(26.19)	84.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,936,350)	(26.19)	All Funds	This agency reflects a Water Works Fund decrease due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization.



Agency 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,000,730	3,100,400	6,885,360	3,784,960	7,060,150
Employee Benefits	936,130	1,026,950	2,779,630	1,752,680	2,875,100
Non-Personnel	3,803,870	4,357,890	6,213,210	1,855,320	5,815,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,740,730	8,485,240	15,878,200	7,392,960	15,750,480
Internal Service Funds	0	0	0	0	0
Total	7,740,730	8,485,240	15,878,200	7,392,960	15,750,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	64.38	59.70	124.94	65.24	124.94

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
7,392,960	65.24	All Funds	This agency reflects a Water Works Fund increase due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization.

Departmental Budgets

Water Works



Agency 3: Water Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	8,371,000	8,907,670	9,182,890	275,220	9,324,910
Employee Benefits	3,303,660	3,694,600	3,919,570	224,970	4,071,710
Non-Personnel	12,554,680	12,010,250	12,614,340	604,090	12,778,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	24,229,340	24,612,520	25,716,800	1,104,280	26,175,360
Internal Service Funds	0	0	0	0	0
Total	24,229,340	24,612,520	25,716,800	1,104,280	26,175,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	138.00	139.00	139.46	0.46	139.46

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,104,280	0.46	All Funds	This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases as well as increases in contractual services. The change in FTE reflects an increase in part-time positions.



Agency 4: Water Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	9,603,120	10,240,260	8,135,270	(2,104,990)	8,293,410
Employee Benefits	3,942,480	4,360,200	3,793,780	(566,420)	3,911,680
Non-Personnel	7,125,320	7,247,750	6,299,220	(948,530)	6,389,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	20,670,920	21,848,210	18,228,270	(3,619,940)	18,594,980
Internal Service Funds	0	0	0	0	0
Total	20,670,920	21,848,210	18,228,270	(3,619,940)	18,594,980
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	174.00	180.00	142.00	(38.00)	142.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(3,619,940)	(38.00)	All Funds	This agency reflects a Water Works Fund decrease due to departmental reorganization efforts. The change in FTEs is also due to departmental reorganization.

Departmental Budgets

Water Works



Agency 5: Water Quality and Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,960,020	2,924,040	3,018,830	94,790	3,119,830
Employee Benefits	1,010,080	1,034,100	1,167,610	133,510	1,215,860
Non-Personnel	5,517,150	5,892,270	5,874,750	(17,520)	5,832,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,487,250	9,850,410	10,061,190	210,780	10,168,210
Internal Service Funds	0	0	0	0	0
Total	9,487,250	9,850,410	10,061,190	210,780	10,168,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	43.92	41.92	43.92	2.00	43.92

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
210,780	2.00	All Funds	This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases. The change in FTE reflects an increase in part-time positions.



Agency 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,573,950	3,831,080	4,549,080	718,000	4,682,690
Employee Benefits	1,602,340	1,736,830	2,135,490	398,660	2,202,600
Non-Personnel	1,037,210	1,044,440	1,129,500	85,060	1,037,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,213,500	6,612,350	7,814,070	1,201,720	7,922,360
Internal Service Funds	0	0	0	0	0
Total	6,213,500	6,612,350	7,814,070	1,201,720	7,922,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	88.19	87.00	90.46	3.46	90.46

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,201,720	3.46	All Funds	This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases. The change in FTE reflects the addition of two Senior Engineering Technicians, one Water Works Construction Inspector, and a part-time position.

Departmental Budgets

Water Works



Agency 7: Information Technology

Description: This program provides information technology solutions including implementation and support services for the department. This includes systems such as customer billing, asset management, workflow and data analytics.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,780,880	3,139,850	3,235,320	95,470	3,348,360
Employee Benefits	949,470	1,061,980	1,145,060	83,080	1,178,100
Non-Personnel	2,353,610	2,504,210	3,766,250	1,262,040	2,930,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,083,960	6,706,040	8,146,630	1,440,590	7,456,710
Internal Service Funds	0	0	0	0	0
Total	6,083,960	6,706,040	8,146,630	1,440,590	7,456,710
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	37.00	33.00	34.00	1.00	34.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
1,440,590	1.00 All Funds	This agency reflects a Water Works Fund increase due to wage increases and employee benefits increases as well as increases in contractual services and fixed charges. The change in FTE is due to the addition of a Senior Computer Programmer/Analyst.



Agency 8: Water Works Debt Service

Description: This program manages debt service payments related to capital projects and loans.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	42,454,520	42,118,000	47,143,000	5,025,000	48,268,000
Operating Total	42,454,520	42,118,000	47,143,000	5,025,000	48,268,000
Internal Service Funds	0	0	0	0	0
Total	42,454,520	42,118,000	47,143,000	5,025,000	48,268,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,025,000	0.00	All Funds	This agency reflects a Water Works Fund increase due to debt service payment increases. There is no change in FTE.



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Thriving Neighborhoods

1) GCWW Citizen Ambassador Academy

Description: GCWW is working to create a citizens water academy as an action item in the new strategic business plan. This academy will help educate citizens and future leaders about practices of the water utility, including treatment practices, critical projects and programs all related to water and stormwater. The program will help develop and sustain a diverse network of citizens that are willing to serve as outreach ambassadors on water issues. An alumni group will help serve and foster outreach programs within the neighborhoods. This program is modeled after successful programs in other cities, including the San Diego Citizens Water Academy. This program will increase outreach and community engagement.

The academy will involve tours and educational meetings held by GCWW staff to explain what we do and how we do it. GCWW hopes to gain more citizens and influencers who can advocate for the critical work that GCWW needs to continue doing and serve as a regular voice to bring community concerns and issues to the utility. This group at times will serve as a focus group to provide feedback to the utility.

Key Steps/Progress Milestones:

- Project Charter approved 3/1/19
- Draft program reviewed/approved April 2019
- Application process - Summer 2019
- First class - Fall 2019

Fund(s): 101-301-1010-7215 and related training and communications budget line items

Performance Indicator(s):

- # of applications
- retention rate in class
- surveys from participants
- feedback for improvements to inaugural program

2) Lead Service Line Replacement Program

Description: GCWW will continue in its effort to replace lead service lines in the Cincinnati Water System, both public and private sides of the line. This 15-year program will ramp up with projects starting in Clifton, Northside, Hyde Park, Evanston, East Price Hill, and West Price Hill neighborhoods. GCWW has hired a communications firm that will launch a new dedicated website and create related materials for the program. Dedicated customer assistance program highlights will be revealed for each neighborhood to help itself. This ongoing effort is critical to improve the health of children in their early development stages and to help reduce the risk of lead in the region. This program involves many divisions in the dept: Business services provides oversight, administration and communication efforts for the program; Commercial services contact center answers related customer calls; Distribution division has the crews that replace the pub-



Water Works

lic portion of the line; Engineering division designs the water main replacement projects to remove the lead service lines; IT division creates the dashboards, reports, maps and maintains the websites and social media efforts; Water Quality & Treatment Division tests the water samples, provides direct feedback to customers when results are high and makes sure we are in compliance with the Lead and Copper Rule, 3Ts Guidelines for Testing in Schools, and the National Drinking Water Advisory Council Recommendations. All divisions continue to work together to make this program successful and to achieve the desired outcomes. This program has been outlined as the model for the country and all divisions continue to work to make this program successful for Cincinnati and for other water utilities to learn from.

Key Steps/Progress Milestones:

- Letters sent to customers in each neighborhood
- Construction contracts in place to do the work
- Additional GCWW crews added to do the work (employees hired or promoted to positions)
- # of customers signing contracts for the program

Fund(s): Capital fund and some line items in the operating budget for lead testing, and filter kits for customers

Performance Indicator(s):

- FY20 lead service lines per neighborhood; % of those contacted vs. % that join the program
- 10% increase in the customer assistance program funding
- 10% increase in # of City employees contributing to Customer asst. Program
- # of public service lines removed per year
- 20% increase in plumbers added to work in the program

3) Explore Opportunities for Increased One-on-one Contact with Customers

Description: This priority will allow GCWW to explore more opportunities and ways to assist customers. Examples of this include changes in the lobby operations (including closure), extended outreach and services at rec centers, pay near me options (payments taken at Kroger, Family Dollar, Dollar General, etc.) and kiosks to pay water and sewer bills.

These solutions will increase employee safety at facilities all while providing modernized solutions to customers. GCWW expects to reach customers in different ways to provide convenient options for them to pay their bills.

Key Steps/Progress Milestones:

- Establishing a new vendor to deliver pay near me solutions
- Robust communications plan



- Prioritize approach to implementing pay near me solutions
- Final report on lobby operations
- Improved safety conditions at CPC location

Performance Indicator(s):

- Increase in customers using pay near me solutions
- Reduced operating budget needs for lobby operations
- Improved safety solutions for employees
- Improved revenue collection

Efficient Service Delivery

1) Improve the Delinquency Path, Shut Off and Tampering Processes

Description: These processes still provide challenges for the utility and customers. Each process needs to be reviewed from the historical perspective and then modernized to meet the needs of the utility and customers.

Shutoffs need to be reviewed to see if the process is meeting the desired outcome of causing customers to pay their bills. Outcomes expected include updating our shutoff process and finding the best way to equitably address shutoffs in our service area.

The tampering issue continues to grow however in recent years we have not had the staff to address this issue. Staff were hired/promoted to address this and we are now working to outlining how we will address tampering. Outcomes expected include reducing the number of customers that tamper/steal water service and having a process that includes how we will address/handle tampering situations, including the involvement of police on these matters.

Key Steps/Progress Milestones:

- Review of the historical approach to each process

Performance Indicator(s):

- Billing operations - tasks and their role in collections of delinquent bills
- Prem services processes and work orders- various data sets
- Tampering - preliminary data



2) Improve Processes to Reduce Liability

Description: GCWW has a number of processes that have not been updated in years and need to be in order to reduce the risk/liability of the City. For example, leaks and breaks. GCWW will work to improve these processes and track the improvements.

Key Steps/Progress Milestones:

- Improved leaks and breaks process
- Provide written Standard operating procedures for how various aspects of the leaks and breaks process will be handled by employees.

Performance Indicator(s):

- Review of work orders to make sure employees are following the updated process
- Leaks and breaks work order processes
- Response times per work order

3) Customer Assistance Program

Description: Many utilities across the nation are considering customer assistance programs to help customers with affordability of water, stormwater and sewer services. Recent conversations with the Mayor have provided direction for GCWW to consider how it can provide 20% reduction to low income customers on their bills. This needs to be explored with a plan provided to city administration on how this can be achieved and the impact it will have on water service (s) revenue. The outcome expected is a customer assistance program that does not negatively impact revenue projections.

Fund(s): Operating Funds

Performance Indicator(s):

- Revenue -actual and projections
- How many customers would benefit
- Impact over time to the water utility, drinking water and stormwater



Non-Departmental Accounts

Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	705,570	705,570	907,020
Employee Benefits	4,159,760	4,092,410	3,699,200	(393,210)	3,637,410
Non-Personnel	13,024,080	8,254,280	9,957,070	1,702,790	9,602,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	17,183,840	12,346,690	14,361,840	2,015,150	14,147,160
Operating Budget Restricted					
Personnel Services	0	0	200,000	200,000	200,000
Employee Benefits	1,350,090	1,803,590	1,626,670	(176,920)	1,626,670
Non-Personnel	10,413,510	11,409,840	12,028,260	618,420	12,121,380
Properties	0	2,656,800	3,864,500	1,207,700	4,149,100
Debt Service	433,340	433,390	405,630	(27,760)	405,360
Operating Total	12,196,940	16,303,620	18,125,060	1,821,440	18,502,510
Internal Service Funds	292,110	340,170	284,420	(55,750)	284,320
Total	29,672,890	28,990,480	32,771,320	3,780,840	32,933,990
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Departmental Budgets

Non-Departmental Accounts



Department Agencies

1. Contribution To City Pension
2. Public Employees Assistance Program (PEAP)
3. Workers' Compensation Insurance
4. Police & Fire Fighters' Insurance
5. State Unemployment Compensation
6. Lump Sum Payments
7. Audit And Examiner's Fees
8. Hamilton County Auditor & Treasurer Fees
9. County Clerk Fees
10. General Fund Overhead
11. Election Expense
12. Judgments Against The City
13. Enterprise Software and Licenses
14. Memberships & Publications
15. Mayor's Office Obligations
16. Other City Obligations
17. Downtown Special Improvement District
18. Cincinnati Public School Reserve
19. Cincinnati Music Hall
20. The Port (Greater Cincinnati Redevelopment Authority)
21. Property Investment Reimbursement Agreements
22. Motorized & Construction Equipment
23. Office & Technical Equipment
24. Reserve For Contingencies

Agency Summaries

Agency 1: Contribution To City Pension

Description: This account is currently being used to pay debt service from Enterprise and Internal Service funds for the bonds sold to pay off Early Retirement Incentive Program (ERIP) amounts due per settlement.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0



Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	433,340	433,390	405,630	(27,760)	405,360
Operating Total	433,340	433,390	405,630	(27,760)	405,360
Internal Service Funds	146,060	146,080	146,180	100	146,080
Total	579,400	579,470	551,810	(27,660)	551,440
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(27,760)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets

Non-Departmental Accounts



Agency 2: Public Employees Assistance Program (PEAP)

Description: An annual charge to funds to subsidize the PEAP program which is a professional, confidential counseling service designed to help employees and their family members manage work and personal problems.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	287,580	287,580	315,000	27,420	309,740
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	287,580	287,580	315,000	27,420	309,740
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	93,750	97,780	111,990	14,210	111,990
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	93,750	97,780	111,990	14,210	111,990
Internal Service Funds	6,530	7,390	9,430	2,040	9,430
Total	387,860	392,750	436,420	43,670	431,160
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
41,630	0.00 All Funds	This agency reflects an all funds increase.



Agency 3: Workers' Compensation Insurance

Description: An annual charge to funds to cover expenses related to the Workers' Compensation program and Employee Safety program.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	3,234,200	3,234,200	3,234,200	0	3,180,180
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,234,200	3,234,200	3,234,200	0	3,180,180
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	1,133,340	1,585,810	1,514,680	(71,130)	1,514,680
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,133,340	1,585,810	1,514,680	(71,130)	1,514,680
Internal Service Funds	100,040	139,990	128,810	(11,180)	128,810
Total	4,467,580	4,960,000	4,877,690	(82,310)	4,823,670
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(71,130)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets

Non-Departmental Accounts



Agency 4: Police & Fire Fighters' Insurance

Description: General Fund account that pays beneficiaries of current and retired sworn Police and Fire Fighters who have passed away.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	300,000	290,230	300,000	9,770	294,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	300,000	290,230	300,000	9,770	294,990
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	300,000	290,230	300,000	9,770	294,990
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,770	0.00	All Funds	This agency reflects a General Fund increase.



Agency 5: State Unemployment Compensation

Description: Monthly payments to the State of Ohio for unemployment claims of the City of Cincinnati.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	150,000	148,150	150,000	1,850	147,490
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	150,000	148,150	150,000	1,850	147,490
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	23,000	20,000	0	(20,000)	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	23,000	20,000	0	(20,000)	0
Internal Service Funds	0	0	0	0	0
Total	173,000	168,150	150,000	(18,150)	147,490
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(18,150)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets

Non-Departmental Accounts



Agency 6: Lump Sum Payments

Description: Payments made upon retirement for outstanding vacation, sick, and other accruals. Funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	705,570	705,570	907,020
Employee Benefits	487,980	422,480	0	(422,480)	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	487,980	422,480	705,570	283,090	907,020
Operating Budget Restricted					
Personnel Services	0	0	200,000	200,000	200,000
Employee Benefits	100,000	100,000	0	(100,000)	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	100,000	100,000	200,000	100,000	200,000
Internal Service Funds	0	0	0	0	0
Total	587,980	522,480	905,570	383,090	1,107,020
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
383,090	0.00	All Funds	This agency reflects an all funds increase.



Agency 7: Audit And Examiner's Fees

Description: General Fund charges for the annual audit of the City of Cincinnati and related expenses based on the Comprehensive Annual Financial Report (CAFR).

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	370,000	370,000	400,000	30,000	393,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	370,000	370,000	400,000	30,000	393,320
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	370,000	370,000	400,000	30,000	393,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
30,000	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 8: Hamilton County Auditor & Treasurer Fees

Description: Fees paid to Hamilton County for work on Property Tax, Tax Increment Financing (TIF) payment in lieu of taxes, and special assessments.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	470,000	525,000	525,000	0	516,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	470,000	525,000	525,000	0	516,230
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	470,000	525,000	525,000	0	516,230
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.



Agency 9: County Clerk Fees

Description: General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	350,000	350,000	350,000	0	344,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	350,000	350,000	350,000	0	344,150
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	350,000	350,000	350,000	0	344,150
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.

Departmental Budgets

Non-Departmental Accounts



Agency 10: General Fund Overhead

Description: An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	9,911,060	11,009,840	11,628,260	618,420	11,721,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,911,060	11,009,840	11,628,260	618,420	11,721,380
Internal Service Funds	39,480	46,710	0	(46,710)	0
Total	9,950,540	11,056,550	11,628,260	571,710	11,721,380
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
618,420	0.00	All Funds	This agency reflects an all funds increase.



Agency 11: Election Expense

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	650,000	154,890	250,000	95,110	88,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	650,000	154,890	250,000	95,110	88,490
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	650,000	154,890	250,000	95,110	88,490
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
95,110	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 12: Judgments Against The City

Description: This account is used to cover the expenses attributable to claims against the City due to liability suits, court judgments, and out of court settlements.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	900,000	900,000	900,000	0	884,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	900,000	900,000	900,000	0	884,970
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	900,000	900,000	900,000	0	884,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.



Agency 13: Enterprise Software and Licenses

Description: This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	3,900,790	4,493,320	6,038,970	1,545,650	5,903,180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,900,790	4,493,320	6,038,970	1,545,650	5,903,180
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	3,900,790	4,493,320	6,038,970	1,545,650	5,903,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
682,010	0.00	All Funds	This agency reflects a General Fund increase.

On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
180,000	0.00	180,000	0.00	General Fund	This increase will fund the annual support costs for the Police Global Positioning System (GPS) Vehicle Locator in order to provide vehicle location to emergency dispatchers.
111,000	0.00	111,000	0.00	General Fund	This increase will fund the Cincinnati Area Geographic Information System (CAGIS) Edge Permits System and ArcView GIS System which are used by departments to manage their business functions.
49,560	0.00	49,560	0.00	General Fund	This increase will fund a Utility Automation system designed to streamline utility bill payment and enable energy management by creating an automated system to receive data on energy usage and cost, process and analyze that data, and interface with the Cincinnati Financial System (CFS) to pay utility bills electronically.
1,500	0.00	1,500	0.00	General Fund	This increase will fund the annual costs of the B2GNow Wage Enforcement software.
52,500	0.00	52,500	0.00	General Fund	This increase will fund the Open Counter system's add-on service for Special Events planning.

Departmental Budgets

Non-Departmental Accounts



On-Going Significant Agency Changes

FY 2020		FY 2021		Fund	Description
Budget	FTE	Budget	FTE		
384,000	0.00	387,000	0.00	General Fund	This increase will fund a Disaster Recovery solution with duplicate hardware at a remote location with instant backup of data which can take over in case of a disaster at the Enterprise Technology Solutions (ETS) data centers.
60,000	0.00	60,000	0.00	General Fund	This increase will fund hacking insurance which is recommended based on the number of personal records maintained by the City including those for taxpayers, vendors, employees, and Health Department patients.
25,080	0.00	25,080	0.00	General Fund	This increase will provide resources for the maintenance of the Inform Mobile software. Inform Mobile is the software application used on the computers located in all fire apparatus that interfaces with the Computer Aided Dispatch (CAD) system to provide firefighters with vital information when responding to emergencies. Inform Mobile also makes it possible to locate all fire apparatus using automatic vehicle location.



Agency 14: Memberships & Publications

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	193,370	254,050	256,590	2,540	254,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	193,370	254,050	256,590	2,540	254,830
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	193,370	254,050	256,590	2,540	254,830
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,540	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 15: Mayor's Office Obligations

Description: This account was previously used to cover miscellaneous expenses of the Mayor's Office.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	41,380	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	41,380	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	41,380	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.



Agency 16: Other City Obligations

Description: This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor and City Manager's office operations.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	103,540	171,790	173,510	1,720	172,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	103,540	171,790	173,510	1,720	172,310
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	103,540	171,790	173,510	1,720	172,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,720	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 17: Downtown Special Improvement District

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	45,000	45,000	45,000	0	44,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	45,000	45,000	45,000	0	44,250
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	45,000	45,000	45,000	0	44,250
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.



Agency 18: Cincinnati Public School Reserve

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	5,000,000	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,000,000	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	5,000,000	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.

Departmental Budgets

Non-Departmental Accounts



Agency 19: Cincinnati Music Hall

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

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	100,000	100,000	100,000	0	100,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	100,000	100,000	100,000	0	100,000
Internal Service Funds	0	0	0	0	0
Total	100,000	100,000	100,000	0	100,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.



Agency 20: The Port (Greater Cincinnati Redevelopment Authority)

Description: Payment to The Port, formerly the Greater Cincinnati Redevelopment Authority / Port Authority, from the General Fund for operating expenses.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	700,000	700,000	700,000	0	688,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	700,000	700,000	700,000	0	688,310
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	700,000	700,000	700,000	0	688,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the budget in this agency.

Departmental Budgets

Non-Departmental Accounts



Agency 21: Property Investment Reimbursement Agreements

Description: Property Investment Reimbursement Agreement (PIRA) payments are made from this account. PIRAs are agreements between the City and employers which provide incentives to create and retain jobs as a result of investments in personal and/or real property.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	18,000	18,000	17,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	18,000	18,000	17,700
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	0	18,000	18,000	17,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
18,000	0.00	All Funds	This agency reflects a General Fund increase.



Agency 22: Motorized & Construction Equipment

Description: This is an equipment account used for purchases of automobiles, trucks, backhoes, etc.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	1,072,740	1,974,500	901,760	1,968,600
Debt Service	0	0	0	0	0
Operating Total	0	1,072,740	1,974,500	901,760	1,968,600
Internal Service Funds	0	0	0	0	0
Total	0	1,072,740	1,974,500	901,760	1,968,600
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
901,760	0.00	All Funds	This agency reflects a Metropolitan Sewer District Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 23: Office & Technical Equipment

Description: This is an equipment account used for purchases of desks, office partitions, calculators, etc.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	1,584,060	1,890,000	305,940	2,180,500
Debt Service	0	0	0	0	0
Operating Total	0	1,584,060	1,890,000	305,940	2,180,500
Internal Service Funds	0	0	0	0	0
Total	0	1,584,060	1,890,000	305,940	2,180,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
305,940	0.00	All Funds	This agency reflects a Metropolitan Sewer District Fund increase.



Agency 24: Reserve For Contingencies

Description: An amount included in the annual budget of a fund for contingencies that might arise during the fiscal year.

Agency Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY 2019 Budget to FY 2020	FY 2021 Approved
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	300,000	300,000	300,000	0	300,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	300,000	300,000	300,000	0	300,000
Internal Service Funds	0	0	0	0	0
Total	300,000	300,000	300,000	0	300,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
0	0.00 All Funds	There is no change in the budget in this agency.



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GLOSSARY OF TERMS

ACCRUAL BASIS: Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

ADOPTED BUDGET: The budget as approved by the City Council at the beginning of the fiscal year.

AGENCY: An organizational entity of the City of Cincinnati. Usually it relates to sub-units of Departments of the City (such as the Investigations Bureau in the Cincinnati Police Department, or Neighborhood Operations in the Department of Public Services, etc.). Departmental budgets are appropriated by agency.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget where anticipated revenues match anticipated expenditures, resulting in neither a deficit or surplus at the end of the fiscal year.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, 2018/2019, 2020/2021 and so on.

BOND: A long-term promissory debt obligation issued to generate financing for the construction, rehabilitation, or upgrade of City assets or infrastructure. The sale of bonds is the primary method of financing a capital program.

BOND (CREDIT) RATING: The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services, Fitch, Moody's, and Standard & Poor's, use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds have lower interest rates, and therefore provide lower returns, the price an investor pays for reduced risk.

Appendices

Appendix A: Glossary of Terms



BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

BUDGET UPDATE: A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget. The budget update cycle is Fiscal Years 2015, 2017, 2019, 2021 and so on.

CAFR: See Comprehensive Annual Financial Report.

CAPITAL IMPROVEMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CAPITAL PROJECT FUND: Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new building or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

CAPITAL OUTLAY: Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CDBG: See Community Development Block Grant.

CHRC: Cincinnati Human Relations Commission

CHRIS: See Cincinnati Human Resources Information System.

CINCINNATI BUDGET SYSTEM (CBS): An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS): A citywide Web-based application used to manage and control personnel information and to process the City's payroll.



CIP: See Capital Improvement Program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The Federal grant which supports housing, economic development, health and human services, and planning and administration.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

CONTINUATION SERVICES BUDGET: A budget in which the City provides nearly the same level of services which were provided in the previous year while adjusting for inflation. Referred to as a base budget.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

DEBT: A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

DEPARTMENT: A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

DEFERRED OPTION RETIREMENT PLAN (DROP): A voluntary plan for active members of the Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA) entered into by the City of Cincinnati on April 30, 2015. Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati.

EARLY RETIRMENT INCENTIVE PLAN (ERIP): The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and

Appendices

Appendix A: Glossary of Terms



avoid the necessity of layoffs.

EBRT: See Executive Budget Review Team.

EFFECTIVENESS MEASURE: Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

EFFICIENCY MEASURE: Indicators measuring productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

ELECTRONIC GOVERNMENT: (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

EMERGENCY RESERVE ACCOUNT: Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

EMERGENCY SHELTER GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters and transitional housing for homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health insurance, unemployment compensation, vision and dental insurance, deferred compensation, and the Public Employees Assistance Program (PEAP) (major object code 7500 in the Cincinnati Financial System).

ENCUMBRANCE: An amount of money committed for the payment of goods or services ordered but not yet received.

ENTERPRISE FUNDS: A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

EQUIPMENT ACCOUNTS: Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

ERIP: See Early Retirement Incentive Plan.



ESG: See Emergency Shelter Grant.

ESTIMATED ACTUAL: Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the fiscal year with the most current information available to be used to help project resources and expenditures for future years.

ESTIMATED PERSONNEL COSTS: This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target. Exception requests can be one-time or ongoing in nature.

EXECUTIVE BUDGET REVIEW TEAM (EBRT): The members of this group are the City Manager, Assistant City Managers, Director of Finance, Assistant Director of Finance, Director of Human Resources, Chief Performance Officer, Operating Budget Supervisor, and the Director of Budget and Evaluation. The EBRT is the City Manager's administration team to develop budget and policy recommendations for the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FINANCIAL STATEMENTS: Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any 12-month period designated as a budget year. Cincinnati's fiscal year runs from July 1 through June 30.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1.0 FTE equals 2,088 hours and 0.75 FTE equals 1,566 hours for budgetary purposes.

Appendices

Appendix A: Glossary of Terms



FUND: A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or “funds”. Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

FUND BALANCE: A Budgetary Fund Balance is the difference between estimated revenues and appropriated expenditures. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Includes the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

GENERAL FUND: This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

GENERAL OBLIGATION (GO) BOND: Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

GFOA: See Government Finance Officers Association.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.



GOVERNMENTAL FUNDS: Established to account for the receipt and disbursement of financial resources to provide services to the general public.

GRANT: Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

HOME INVESTMENT PARTNERSHIPS PROGRAM: A Federal grant program to provide housing for low-income persons.

HOPWA: See Housing Opportunities for Persons With Aids.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): A Federal grant program to provide housing for persons with AIDS.

INDEPENDENT AUDIT: An examination of financial statements conducted by an outside Certified Public Accountant (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the “infrastructure mandate.”

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Printing Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERFUND TRANSFER: The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

INTERNAL SERVICE FUNDS: A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

LEVERAGED SUPPORT: Funding and other resources the City provides to outside organizations to promote neighborhood revitalization, economic development, human services, violence prevention, etc.

MERIT INCREASE: An increase to an individual's base pay rate based on performance.

Appendices

Appendix A: Glossary of Terms



MILL/MILLAGE: A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

MISSION: The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.

MODIFIED ACCRUAL BASIS: Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

NON-DEPARTMENTAL: Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

OPERATING BUDGET IMPACT: The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OTHER RESTRICTED FUNDS: Category of funds typically representing grants or single purpose funds which are restricted to meeting the operational requirements of the grants and/or contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacation leave and sick leave (major object code 7100 in the Cincinnati Financial System).

POSITION VACANCY ALLOWANCE (PVA): An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, resignations, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.



PRINCIPAL RESTRICTED FUNDS: Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

PRIOR YEAR CANCELLATIONS: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments that have not been fully expensed and are terminated. These funds are returned to fund balance.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

PROGRAM BUDGET: A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

PROPRIETARY FUNDS: Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

PVA: See Position Vacancy Allowance

RESERVE FOR CONTINGENCIES: An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf, etc.

REVENUE BOND: A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by the specified revenue generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest.



of the bonds.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SHORT-TERM RENTAL EXCISE TAX: The City's 7% tax of gross revenues levied on short-term rentals defined as residential dwelling units offered to the public for rent for a duration of less than thirty consecutive days.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's base pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

STRUCTURALLY BALANCED BUDGET: A budget that provides for annual recurring total expenditures and encumbrances which are equal to or less than the annual recurring revenue estimate for the fund.

TAXING AUTHORITY: A statutory authority given to a governmental body to levy and collect taxes for public purposes.

TRANSIENT OCCUPANCY TAX (TOT): The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.



USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

VOLUNTARY TAX INCENTIVE CONTRIBUTION AGREEMENT (VTICA): A tax incentive policy that allows property owners in Downtown and Over-the-Rhine to receive tax abatements by entering into a Voluntary Tax Incentive Contribution Agreement with a non-profit organization. The property owner then reinvests a portion of the abatement value into the community, specifically to fund streetcar operations.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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