Recommended Fiscal Year 2017
All Funds Update Operating Budget

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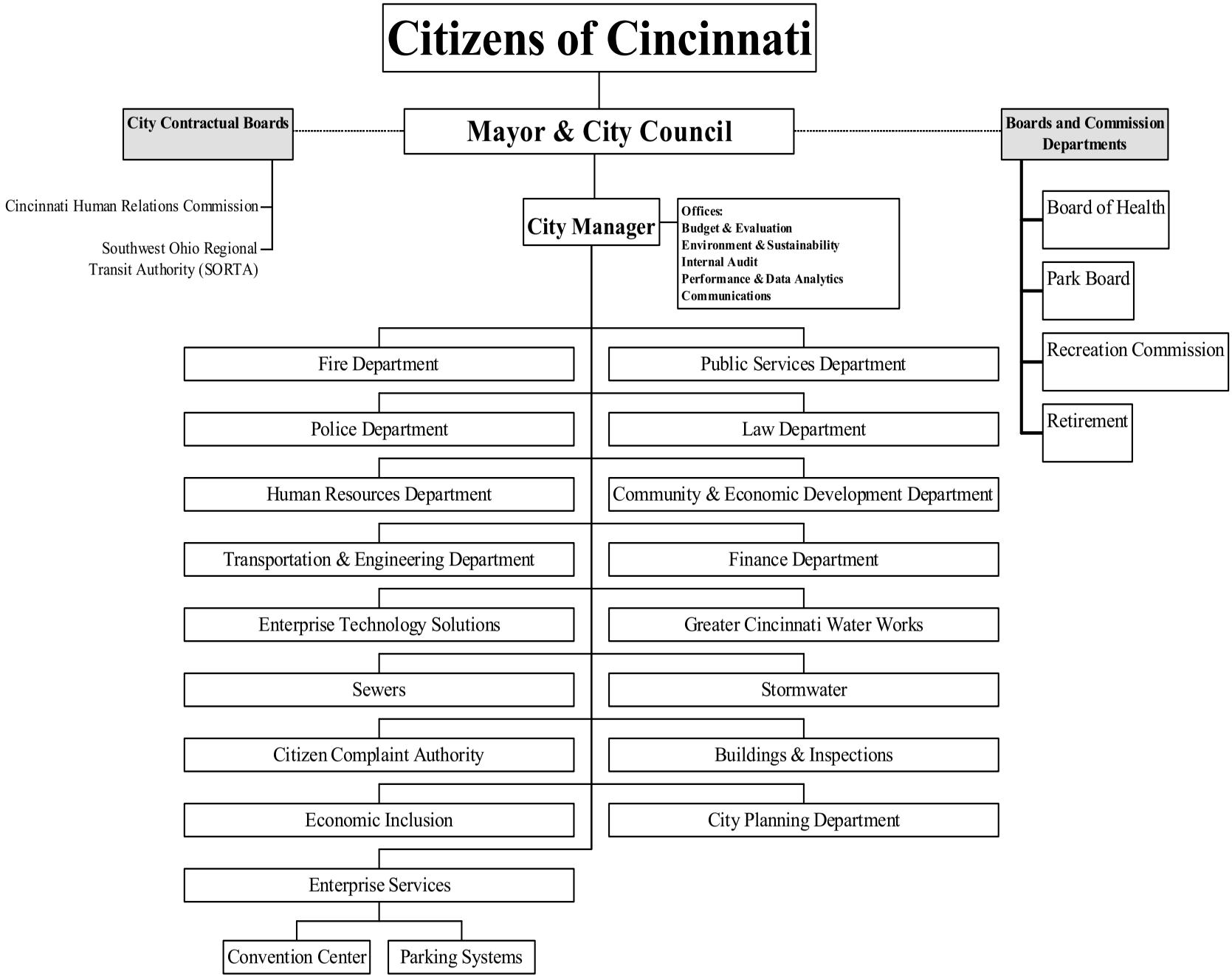
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Greater Cincinnati Water Works
Sewers
Stormwater
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City Planning Department
Enterprise Services
Convention Center
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The City of Cincinnati's Fiscal Year 2017 Recommended Update Budget is also available via the City of Cincinnati's web site – www.cincinnati-oh.gov. Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.

Table of Contents

Section 1: Budget Update Message 1

Section 2: Budget Update 9

Section 3: Financial Summaries 39

Bond Retirement 55
Convention Center 56
General Aviation 57
Health Services 58
Income Tax-Infrastructure 59
Income Tax-Transit 60
Metropolitan Sewer District 61
Municipal Golf 62
Municipal Motor Vehicle License Tax 63
Parking System Facilities 64
Recreation Special Activities 65
Sawyer Point 66
Stormwater Management 67
Street Construction Maintenance & Repair 68
Streetcar Operations 69
Water Works 70

Section 4: Departmental Budgets 71

City Council 79
Office of the Mayor 81
Clerk of Council 83
City Manager 85
Buildings & Inspections 101
Citizen Complaint Authority 115
City Planning 121
Community & Economic Development 127
Economic Inclusion 141
Enterprise Services 147
Enterprise Technology Solutions 153
Finance 165
Fire 179
Health 187
Human Resources 199
Law 209

Parks 221
Police 235
Public Services 249
Recreation 263
Sewers 279
Stormwater Management 291
Transportation & Engineering 295
Water Works 305

Section 5: Capital Budget Update 317

Appendix A: Glossary of Terms 391

Appendix B: Dept. Goals, Objectives, and Performance Measures 401

Section 1: Budget Update Message

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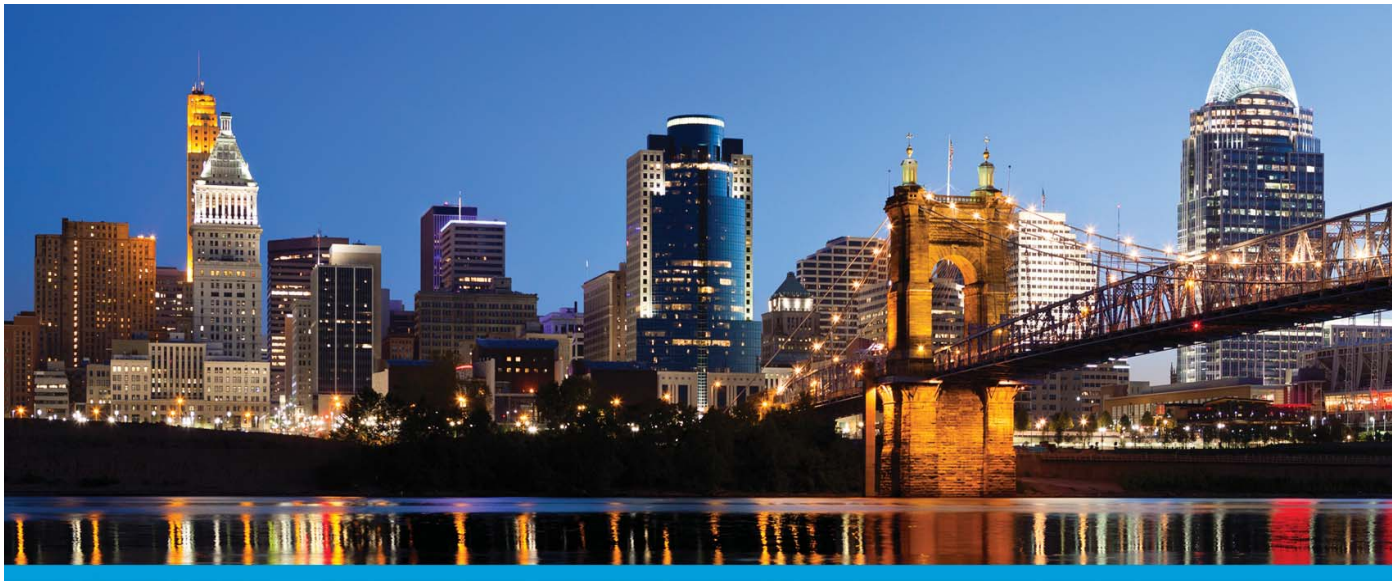

Mayor John Cranley: **May 19, 2016**

INTRODUCTION

I am proud to present a structurally balanced City Manager's Recommended Fiscal Year (FY) 2017 Budget Update (Proposed Budget). Like last year's recommendation, this proposal does not use one-time General Fund resources to balance and continues our efforts to strategically invest in making Cincinnati the best managed local government in the country.

I am pleased to report that the condition of our City finances is fundamentally strong and thanks to your support and leadership, and that of the City Council, is getting stronger.

That is not to say that arriving at this point has been without challenges. The FY 2017 expected budget deficit of $13.9 million was higher than originally anticipated; however, through shared sacrifice and targeted reductions, we have been able to address this gap while maintaining our strong commitment to public safety and core municipal services.

As with everything we do, our five Priority Goals have guided and informed the development of the Proposed Budget.

- SAFER STREETS
- THRIVING & HEALTHY NEIGHBORHOODS
- A GROWING ECONOMY
- INNOVATIVE GOVERNMENT
- FISCAL SUSTAINABILITY & STRATEGIC INVESTMENT

This Administration is laser-focused on using performance metrics to create accountability and enhanced customer service.

Included in this Proposed Budget is the content from the year two performance management agreements, with specific strategic priorities from the FY 2017 agreements embedded in each department's section of the budget.

This presentation also features a performance management tab listing each department's full set of goals and objectives as well as corresponding performance data. This, in conjunction with our larger performance management program, is using data analytics to measure results in order to make Cincinnati City Government work smarter.

RECOMMENDED FY 2017 BUDGET UPDATE

The Administration is presenting an All-Funds Operating Budget totaling $1.2 billion for FY 2017 and a Capital Budget totaling $466.4 million for all funds, which includes $89.9 million in General Capital. All funds are balanced.

A number of factors are encouraging with regard to City finances:

- Cincinnati's economy continues to improve as reflected in a 4.6% increase in municipal income tax, which represents 71.2% of total General Fund revenue.
- Development in the city continues to boom. Building permits are trending 8.0% higher year to date. This is the second year in a row we have experienced an increase.
- With your support and that of the City Council, our performance management program, now fully operational, is identifying service improvements and cost avoidance opportunities.
- The historic pension agreement continues to have a tremendous stabilizing effect on City finances. This budget accounts for implementation of the various components of the agreement.
- The Affordable Care Act keeps producing revenue opportunities resulting in enhanced patient care at less cost to local taxpayers.
- The Streetcar project is on time and on budget, and an operating budget has been approved using sources identified specifically for operations and does not rely on City General Funds.

We also face challenges:

- Last year, the Fire Department was unsuccessful in receiving a SAFER grant to fund the next Fire recruit class. In years past, this has meant an annual savings of $8.3 million; however, these grants are expiring and will add expense to the General Fund. Regardless of the outcome of the FY 2017 SAFER grant application, Fire's budget increased $10.7 million in FY 2017 to ensure a sworn strength of 858 firefighters.

- Though some progress has been made, namely in reducing the number of firefighters on limited duty, Fire Department overtime costs remain unpredictable. This is an area that will continue to be examined through CincyStat.

- All union contracts expire in 2016. With the exception of Fire already completed, the Administration is in labor negotiations to renew each agreement.

- Cincinnati winters are unpredictable, as are the costs incurred to treat the streets and keep our travelers safe.

SAFER STREETS

Public safety remains a top priority of the Administration. Last year, the number of shootings was too high. The Proposed Budget invests in Safer Streets on a number of fronts. This recommendation includes full implementation of the Place-Based Investigations of Offender Territories (PIVOT) strategy. Building upon the CIRV and community policing models, this integrated approach was created to disrupt criminal activity in locations that experience persistent violence.

In order to improve emergency response, management of the Emergency Communications Center has moved to the Cincinnati Police Department and additional IT enhancements are planned.

Until recently, the City's Police and Fire ranks have diminished due to economic challenges and staff attrition. The Proposed Budget increases the funding for Cincinnati's Police and Fire departments. A recommended sworn strength of 1,057 police officers and 858 firefighters is included.

SWORN FTE	JANUARY 2016	JULY 2016 51 POLICE RECRUITS GRADUATE	JANUARY 2017 40 FIRE RECRUITS GRADUATE	JUNE 2017 30 POLICE RECRUITS GRADUATE
POLICE	1,010	1,045	1,038	1,051
FIRE	824	815	848	841

The Proposed Budget includes a 30-person Police recruit class to begin in December 2016. It also includes the resources to support the 40 person Fire recruit class, which is commencing in June 2016.

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

With your support and that of the City Council, the Proposed Budget fully funds the Body-Worn Camera program being implemented now. This program will enhance transparency, accountability and police officer training. Implementing a program that serves as a national best practice is our focus.

THRIVING AND HEALTHY NEIGHBORHOODS

The Proposed Budget invests in improving our neighborhoods. Our focus on core services includes expediting blight removal. Last year's revamped enforcement program resulted in exceeding our goal of cleaning up 1,000 blighted lots.

To take these efforts to the next level, the Proposed Budget includes an enhanced greenspace maintenance program made possible through a partnership between Parks, Recreation,Public Services, Water Works, Stormwater Management, and MSD. The program will allow the City to sweep more streets and clean-up littered bus stops and shelters – a nagging nuisance for far too long.

As part of our larger community engagement initiative, with your support and that of City Council, last year's Engage Cincy Challenge Grant competition received an enthusiastic community response, receiving just under 200 grant proposals. The five winners were announced at the 14th annual Neighborhood Summit. Based upon this success, I am recommending continuation of this initiative, allowing neighborhoods and community groups to apply for grants and to continue to implement unique community engagement strategies and tactics.

Through partnership with the Port Authority, we have identified $2 million to redevelop brownfield sites in Lower Price Hill. This funding will repurpose and ready former industrial sites for 21st century development.

We have also identified close to $ 4 million in capital resources to maintain park infrastructure as well as fund a new marina in Smale Riverfront Park that will be a gateway to downtown from the City's south. The marina will provide all boaters access to recreate in Smale Riverfront Park, the Banks, Great American Ballpark and Paul Brown Stadium.

While some areas of the city are seeing tremendous economic resurgence, other areas struggle to find access to economic opportunity. Once again, the Mayor's Hand-Up Initiative is fully supported in the Proposed Budget in order to provide long-term employment opportunities for more of our residents.

A GROWING ECONOMY

A Growing Economy means enhanced competition and greater opportunities to participate in City contracts. I am very happy to say, in addition to the implementation of the Mayor's Economic Inclusion Advisory Council recommendations, this budget fully funds the City's new M/WBE program based upon the findings of the Croson Study and housed within the Department of Economic Inclusion.

Providing opportunities for youth employment is critically important if our economy is to reach its full potential. In 2015, 500 youth participated in the City's "Youth 2 Work" program. By the year 2020, our goal is to have 1,000 participate through incremental enhancements beginning with an additional $250,000 in this Proposed Budget.

We propose stepping up our efforts to make it easier to do business in, and with, the City of Cincinnati. So far, efforts have included using the Innovation Lab to revamp the City's permitting process, realigning the City's building and code enforcement processes, and moving the Permit Center downtown. These improvements have produced tangible results including a 60% reduction in average permit review times.

The Proposed Budget builds on these successes by recommending a new permit fee schedule. This proposal is the result of an extensive fee study comparing our fees with peer cities. The findings demonstrate how proposed adjustments to the permit fee schedule can better spur development and improve the City's responsiveness to those wishing to invest in Cincinnati.

This recommendation helps grow Cincinnati's economy through strategic economic development by funding investments that have been supported by you and the City Council. Key initiatives include the implementation of a strategy to revitalize urban retail, support for small businesses that will position local entrepreneurs for long-term success and neighborhood business district improvements that advance commerce in our communities. These investments uniquely impact neighborhoods through transformative public-private partnerships to increase jobs and provide catalytic neighborhood development.

INNOVATIVE GOVERNMENT

Cincinnati has become a national leader in performance management by stretching our resources further, working smarter and elevating our level of service. Year one of the program focused on laying the foundation, though we are already seeing results.

The Office of Performance and Data Analytics (OPDA) is working to make the City of Cincinnati the best managed local government in the country through the use of data-driven strategies and tactics including: CincyStat, an Innovation Lab and Performance Management Agreements with each department.

We have seen permit processing times reduced, past due collections rise, and processes improve throughout the organization, including a 75% reduction in open Department of Public Services' requests and a 7% increase in customer service satisfaction.

In terms of fiscal management, to date, this initiative has an estimated $2.8 million annual impact.

With our legs now firmly beneath us, in year two, we are poised to realize even more service improvements and cost avoidance opportunities with the continued work of OPDA and the tireless efforts of our respective City departments.

FISCAL SUSTAINABILITY AND STRATEGIC RE-INVESTMENT

With this Proposed Budget, we will continue to pursue long-term financial stability while exploring every opportunity to strategically invest in immediate process improvements and modernization.

Information Technology (IT) is something that will continue to define our society. As an organization, we must stay relevant or we will become obsolete.

Last year, we overhauled the City's website, launched two new customer service apps and, with your strong support and that of City Council, are investing $2 million in additional police IT to improve response times. This Budget Proposal recommends strategically investing $9 million in IT infrastructure in order to improve the entire City network, including emergency response and Cincinnati Area Geographic Information System (CAGIS).

The $97.5 million Capital Acceleration Program (CAP) over FY 2016-2021 authorized last year is in full swing. Right now, in FY 2016, $21.1 million is being invested to fix our roads and update our fleet of vehicles. As a direct result of the CAP, over 40 additional lane miles will be repaved by the end of calendar year 2016 and preventative maintenance will be performed on approximately 150 lane miles of streets in 16 neighborhoods. Furthermore, the City will replace an additional 130 vehicles by the end of FY 2017.

The Proposed Budget includes the necessary funding to continue the CAP in year two.

In order to enhance competition and opportunities for local businesses, the Proposed Budget includes the resources necessary to continue our effort to create greater command and control of our procurement function, across the board.

Finally during FY17, as we have with the procurement and buildings & inspections functions, we will be well on our way to reforming the City's human resources management and IT functions.

CONCLUSION

Through strategic investment and innovation, we have met the challenges presented by this budget while maintaining our strong commitment to public safety and core municipal services. This Proposed Budget takes a large step forward in making us the best managed big city in the country.

I am proud to make this recommendation and optimistic about what lies ahead for the City of Cincinnati.

I want to thank the many City staff from every City department, led by Budget Director, Mr. Christopher Bigham, for their steadfast dedication throughout the development of the City Manager's FY 2017 Proposed Budget.

On behalf of the Administration, we stand ready to work closely with you, and City Council, over the next several weeks to receive public input, answer questions and ultimately approve the FY 2017 Budget.

Harry Black, City Manager

Section 2: Budget Update

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ALL FUNDS BUDGET

The FY 2016-2017 Biennial Budget was approved by the City Council on June 17, 2015. The Recommended FY 2017 Budget Update modifies the Approved FY 2017 Budget to adjust for changes in estimated resources and expenditures for the Operating and Capital Budgets. The All Funds Recommended FY 2017 Budget Update totals $1.6 billion and includes a $1.1 billion Operating Budget and a Capital Budget totaling $466.4 million. As required by state law, all funds are balanced.

Table I - Recommended FY 2017 All Funds Budget Update

	2016-2017 Biennial			From 2016 Approved		From 2017 Approved	
($ in Millions)	2016 Approved	2017 Approved	Recommended FY 2017 Update	$ Change	% Change	$ Change	% Change
Operating Budget							
General Fund[1]	$373.0	$381.1	$388.1	$15.1	4.0%	$6.9	1.8%
Restricted Funds	$659.2	$668.3	$730.1	$70.9	10.8%	$61.8	9.2%
Subtotal Operating Budget	$1,032.2	$1,049.4	$1,118.1	$85.9	8.3%	$68.7	6.5%
Capital Budget							
General Capital Budget	$77.6	$75.5	$89.9	$12.3	15.9%	$14.4	19.1%
Restricted Funds Capital	$335.6	$188.2	$357.0	$21.4	6.4%	$168.8	89.7%
Special Revenue/Matching Capital	$14.5	$3.5	$19.5	$5.0	34.5%	$16.0	457.1%
Subtotal Capital Budget	$427.7	$267.2	$466.4	$38.7	9.0%	$199.2	74.6%
Total All Funds Budget	**$1,459.9**	**$1,316.6**	**$1,584.5**	**$124.6**	**8.5%**	**$267.9**	**20.3%**

[1] Without Transfers Out

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 the Capital Budget Update section.

OPERATING BUDGET SUMMARY

The Operating Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2017 Budget Update and includes the following:

- All Funds Operating Budget
- Revenues
- Expenditures
- Staffing Plan
- FY 2016 Accomplishments by Department

Developing the budget update commenced in early January and completion is expected on or before the beginning of the fiscal year, which is July 1, 2016.

Recommended FY 2017 Operating Budget Update - Development Calendar

Completed Milestone	**2016 Dates**
2017 Tentative Tax Budget Public Hearing	January 4
2016 Tentative Tax Budget Passage	January 13
Administration initiated the FY 2017 Budget Update process	February 2
City departments developed proposed FY 2017 Budget Updates	February 3 - March 3
Departments submitted proposed FY 2017 Budget Updates	March 4
Office of Budget & Evaluation analyzes proposed budgets and prepares for Executive Budget Committee review	March 4 – April 8
Executive Budget Committee conducts Departmental Budget Review meetings	March 21 – April 12
City Manager and Office of Budget and Evaluation prepared Recommended FY 2017 Budget Update	April 13 – May 2
City Manager's Recommended FY 2017 Budget Update is presented to Mayor John Cranley	May 19
Anticipated Milestone	**2016 Dates**
Mayor Cranley provides City Council with the Recommended FY 2017 Budget Update	May 25
Public Hearings in Neighborhoods	
Oakley/Hyde Park	June 2
Bond Hill/Roselawn	June 6
Mt. Airy	June 7
Council Motions due to Finance Chair	June 8
Budget and Finance Committee to Recommend FY 2017 Budget Update	June 13
City Council adopts FY 2017 Budget Update	June 15
FY 2017 Commences	July 1

Table II – Recommended FY 2017 All Funds Operating Budget Update

($ in Millions)	FY 2016-2017 Biennial FY 2016 Approved	FY 2016-2017 Biennial FY 2017 Approved	Recommended FY 2017 Update	From FY 2016 Approved $ Change	From FY 2016 Approved % Change	From FY 2017 Approved $ Change	From FY 2017 Approved % Change
Operating Budget							
General Fund[1]	$377.7	$384.9	$392.9	$15.2	4.0%	$8.0	2.1%
Restricted Funds	$659.2	$668.3	$730.1	$70.9	10.8%	$61.8	9.2%
Subtotal with Transfers Out	**$1,036.9**	**$1,053.2**	**$1,123.0**	**$86.1**	**8.3%**	**$69.8**	**6.6%**
Less General Fund Transfers Out	($4.7)	($3.8)	($4.9)	($0.2)	4.3%	($1.1)	28.9%
Grand Total	**$1,032.2**	**$1,049.4**	**$1,118.1**	**$85.9**	**8.3%**	**$68.7**	**6.5%**

[1]Includes Transfers Out

The Recommended FY 2017 All Funds Operating Expense Budget Update totals $1.1 billion and represents an 8.3% increase of $85.9 million when compared to the Approved FY 2016 Budget. The increase is attributed to a $15.2 million increase in the General Fund and a $70.9 million increase in the Restricted Funds. This is primarily attributed to: a $62.0 million increase in the Bond Retirement Fund; a $5.0 million increase in the Metropolitan Sewer District Fund; and $3.3 million to activate the Streetcar Operations Fund. All restricted funds' expenditure budgets are balanced to available resources in FY 2017. More details on the restricted funds are included in this section and the Financial Summaries section of the Recommended FY 2017 Budget Update document.

The Recommended FY 2017 General Fund Operating Expense Budget Update, including transfers out, totals $392.9 million, which represents a $15.2 million, or 4.0%, increase from the Approved FY 2016 Budget Update as shown in Table III.

Table III – General Fund Operating Budget Comparison

(Amounts in Thousands)	FY 2015 Actual	Biennial Budget FY 2016 Approved	Biennial Budget FY 2017 Approved	Recommended FY 2017 Update	FY 2016 Approved to Recommended FY 2017 Update
Total	$370,065	$377,708	$384,903	$392,886	4.0%

General Fund Operating Budget Assumptions

The City's Five Strategic Priorities guided and informed the development of the City Manager's Recommended FY 2017 General Fund Operating Budget Update. The Recommended FY 2017 General Fund Operating Budget:

- is structurally balanced
- fully funds the Cincinnati Police Department
- fully funds the Cincinnati Fire Department including the terms of the agreed-to contract with the International Association of Fire Fighters (IAFF)
- reflects the approved Federal Consent Decree findings regarding the Cincinnati Retirement System
- includes resources to implement and maintain the body worn camera system
- was prepared using data analytics and includes performance management outcomes as described by the City's Performance Management Office to maintain basic services and streamline service delivery at the highest quality at the lowest possible cost to the citizens
- limits overtime expense to emergencies for non-public safety personnel but provides the necessary resources to support public safety:

Table V – Budgeted Overtime

Department Type	General Fund	Restricted Funds	All Funds
Public Safety	$ 12,376,215	$ -	$ 12,376,215
Non-Public Safety	787,754	3,954,172	4,741,926
Grand Total	**$ 13,163,969**	**$ 3,954,172**	**$ 17,118,141**

- includes organizational changes:

  •Emergency Communications moved from the City Manager's Office to the Police and Fire Departments

  •Internal Audit moved from Citizen Complaint Authority to the City Manager's Office

  •Stormwater Management moved from MSD to Greater Cincinnati Water Works

- contains budgeted fuel costs at $2.43 per gallon for gasoline and $2.62 for diesel fuel
  Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2017.

Leveraged Support

The City of Cincinnati leverages funding and other resources to support neighborhood revitalization, economic development, human services and violence prevention. The Recommended FY 2017 General Fund Budget includes the following leveraged support, which totals $7.2 million, or 1.8% of the Recommended FY 2017 General Fund Budget. To address the budget deficit, the City reduced its leveraged funds support similar to department budget reductions.

Table VI – Leveraged Support

	Approved FY 2016	Recommended FY 2017	Difference
FY 2017 Neighborhood Support			
Neighborhood Community Councils	$353,600	$353,600	0
Neighborhood Business Districts	172,800	172,800	0
Summer Youth Jobs Initiative	0	250,000	250,000
Immigration Center Partnership	0	50,000	50,000
Engage Cincy Challenge Grant	50,000	50,000	0
Total Neighborhood Support	**$576,400**	**$876,400**	**$300,000**
FY 2017 Economic Development			
Cintrifuse	$400,000	$360,000	($40,000)
Regional Economic Development Initiative (REDI)	250,000	225,000	(25,000)
African American Chamber of Commerce	325,000	292,500	(32,500)
CincyTech	250,000	225,000	(25,000)
Film Commission	75,000	67,500	(7,500)
UC Economics Center - Financial Literacy	75,000	50,000	(25,000)
CDC Association of Greater Cincinnati	250,000	225,000	(25,000)
MORTAR	20,000	35,000	15,000
Port Authority of Greater Cincinnati	700,000	630,000	(70,000)
Greater Cincinnati Energy Alliance	150,000	100,000	(50,000)
Total Economic Development	**$2,495,000**	**$2,210,000**	**($285,000)**
FY 2017 Human Services and Violence Prevention			
United Way	$3,090,000	$2,781,000	($309,000)
Center for Closing the Health Gap	750,000	1,000,000	250,000
Cincinnati Works Hand Up Initiative	250,000	225,000	(25,000)
Strategies to End Homelessness	45,000	40,500	(4,500)
Cradle Cincinnati	250,000	0	(250,000)
Hopefest	50,000	0	(50,000)
Cincinnati Union Bethel	30,000	35,000	5,000
Total Human Services	**$4,465,000**	**$4,081,500**	**($383,500)**
Grand Total	**$7,536,400**	**$7,167,900**	**($368,500)**

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All Funds Operating Budget by Fund

	FY 2016 Approved Budget	FY 2017 Approved Budget	FY 2017 Recommended Update	Change FY 2017 Approved to FY 2017 Update
General Fund	376,366,160	383,265,610	387,969,360	4,703,750
Principal Restricted Funds				
Bond Retirement	93,390,390	94,444,980	155,414,150	60,969,170
Convention Center	8,746,090	8,868,510	8,676,530	(191,980)
General Aviation	1,867,520	1,909,260	1,927,670	18,410
Health Services	8,333,770	8,520,500	9,734,770	1,214,270
Income Tax-Infrastructure	17,230,690	17,950,340	17,766,740	(183,600)
Income Tax-Transit	51,508,010	52,532,400	53,682,410	1,150,010
Metropolitan Sewer District	242,517,970	247,555,430	247,555,430	0
Municipal Golf	6,311,800	5,899,680	5,876,530	(23,150)
Municipal Motor Vehicle License Tax	2,736,370	2,805,410	2,756,110	(49,300)
Parking System Facilities	12,301,020	12,484,090	11,666,960	(817,130)
Recreation Special Activities	4,454,560	4,045,730	4,468,810	423,080
Sawyer Point	1,145,850	1,165,910	1,461,240	295,330
Stormwater Management	10,204,320	9,689,020	10,899,610	1,210,590
Street Construction Maintenance & Repair	10,048,980	10,301,680	10,198,630	(103,050)
Streetcar Operations	0	0	3,286,340	3,286,340
Water Works	145,760,360	148,264,310	144,201,940	(4,062,370)
Principal Restricted Total	616,557,700	626,437,250	689,573,870	63,136,620
Other Restricted Funds	39,231,260	39,657,830	40,451,170	793,340
Grand Total	1,032,155,120	1,049,360,690	1,117,994,400	68,633,710

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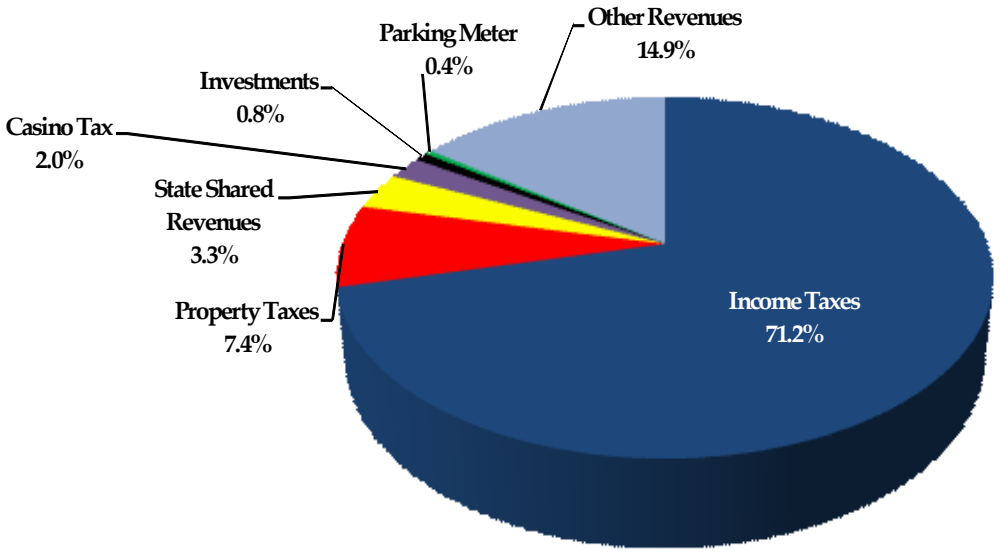
General Fund Revenues

The General Fund revenue estimate for the Recommended FY 2017 Budget Update in Table VII totals $392.9 million, which is a 4.1% (or $15.6 million) increase over the Approved FY 2016 Budget of $377.3 million.

Table VII - Recommended FY 2017 General Fund Operating Revenue Budget Update

Category	FY 2015 Actual	Biennial Budget FY 2016 Approved	Biennial Budget FY 2017 Approved	Recommended FY 2017 Update	FY 2016 Approved to Recommended FY 2017 Update
Income Taxes	$261,848	$267,400	$273,800	$279,670	4.6%
Property Taxes	29,408	29,004	28,941	28,982	-0.1%
State Shared Revenues	15,480	13,574	13,574	13,000	-4.2%
Casino Tax	8,019	8,600	8,900	8,000	-7.0%
Investments	2,854	2,600	2,600	3,000	15.4%
Parking Meter	1,500	3,000	3,000	1,500	-50.0%
Other Revenues	50,956	53,130	54,088	58,734	10.5%
Total Revenues	$370,065	$377,308	$384,903	$392,886	4.1%

Graph I – Recommended FY 2017 General Fund Operating Revenue Budget Update



City Income Tax

The University of Cincinnati's economic forecast team reviewed and updated the FY 2016 estimate based on actual receipts through December 31, 2015 to reflect a growth of 3.3% resulting in a new estimate of $279.4 million. The City established the estimate at $279.7 million based on FY 2016 actual receipts through March 2016. When compared to the Approved FY 2016 Budget, the income tax revenue estimate for the Recommended FY 2017 Budget is $12.3 million or 4.6% higher. The increase is due to an improvement in the local economy and employment.

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. Income Tax is the largest single source of General Fund revenue and accounts for approximately 71.2% of those revenues in FY 2017.

Property Tax

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the calendar year (CY) 2017 property tax millage for operating purposes is 5.54 mills, which is slightly lower than the CY 2016 of 5.6 mills. The 5.54 millage rate will yield $29 million, including rollback, in property tax revenue, which is the same estimated revenue as in CY 2016. Property tax is the second largest revenue source at approximately 7.4% of the FY 2017 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.3% of General Fund revenues for FY 2017. 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 2017, the total allocated to the City is approximately $13 million.

Casino Tax

In FY 2017, it is estimated that the Casino Tax will generate $8.0 million. Casino Tax accounts for 2.0% of the General Fund revenue in FY 2017 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds, which account for 0.8% of the General Fund revenue for FY 2017, are expected to increase by $400,000 when compared to the Approved FY 2016 Budget.

Parking Meter

Parking Meter revenue in the General Fund totals $1.5 million, or 0.4% of the General Fund revenue. This represents a 50.0% decrease when compared to the Approved FY 2016 Budget. The revenue reduction is attributed to Council approval of Ordinance no. 0108-2016, which authorizes the transfer of incremental parking meter revenue to the Streetcar Operations Fund.

Other Revenues

These various revenues included in the Other Revenue category comprise of 14.9% of the General Fund revenues in FY 2017. When compared to the Approved FY 2016 Budget, the recommended revenues have increased $5.6 million, or 10.6%. Other General Fund revenues with large variances are highlighted below.

Table VIII –FY 2017 General Fund Other Revenues

General Fund Other Revenues	FY 2016 Approved Budget	FY 2017 Recommended Budget Update	Difference
Public Safety	$ 10,943,000	$ 11,226,500	$ 283,500
Buildings & Inspections	7,445,000	9,735,000	2,290,000
Charges for Services	7,995,000	8,046,000	51,000
Fines, Forfeits and Penalties	7,044,920	7,650,000	605,080
License & Permits	7,600,000	7,500,600	(99,400)
Miscellaneous	4,664,595	6,827,900	2,163,305
Admission Taxes	5,330,000	5,250,000	(80,000)
Public Services	1,260,000	1,650,000	390,000
Public Health	652,000	653,400	1,400
Rent & Investments	165,000	165,000	0
Revenue from private sources	25,000	25,000	0
Concessions and Commissions	5,000	5,000	0
Total General Fund Other Revenues	**$ 53,124,515**	**$ 58,729,400**	**$ 5,604,885**

Public Safety

This revenue category includes various revenues from 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 increase in this revenue category is attributed to emergency transport services, which have been growing over the past couple of years. The Recommended FY 2017 Budget Update reflects a 10.0% increase in emergency transport services revenues when compared to the Approved FY 2016 Budget.

Buildings & Inspections Fees and Permits

The Department of Buildings and Inspections engaged a consultant to conduct a study of building permitting and inspection service levels and related fees with peer jurisdictions. Peer comparisons show that Cincinnati's building permit fees are competitive; however, in some cases the city charges far less than peer agencies. The Recommended FY 2017 Budget Update revenue for Buildings & Inspections includes fee increases to recover all costs associated with the current level of service. In addition, identified service enhancements are included, which will be funded by the revenues received for the enhanced services. The 30.8% increase in revenue is primarily attributed to increased fees.

Charges for Services

This category includes overhead charges from restricted and enterprise funds. The Recommended FY 2017 Budget Update is slightly higher than the Approved FY 2016 Budget.

Fines, Forfeits and Penalties

When compared to the Approved FY 2016 Budget, this revenue category is projected to grow by 8.6% in FY 2017. This category includes parking, civil, and lot abatement fines as well as moving violation charges. All of the revenue from fines is projected to increase, but the revenue from moving violations is budgeted lower in FY 2017. In FY 2016, the City increased its focus on the private lot abatement program. The revenue is projected to grow by one-third in the recommended budget from $450,000 in FY 2016 to $600,000 in FY 2017.

Miscellaneous

This revenue category includes projected refund of prior year expenditures, tax abatement application fees and other miscellaneous revenues not otherwise classified. The miscellaneous revenues are projected to increase 46.4% in the recommended budget, primarily due to interest from other sources in FY 2017.

Public Services

Fees from the Department of Public Works as well as recycling incentive fees and recycling revenues are included in this category. The projected 30.1% growth over FY 2016 is attributed to a $390,000 Public Works revenue increase from administration and inspection fees received by the Department of Transportation and Engineering.

Restricted Funds Revenues

The Principal Restricted Funds' revenue available to support the Recommended FY 2017 Operating Budget Update totals $724.8 million, which is $71.1 million, or 10.9%, higher than the revenues in the Approved FY 2016 Budget.

Table IX– Principal Restricted Funds' Revenues

Principal Restricted Funds	FY 2016 Approved Budget	FY 2017 Recommended Budget Update	Difference
Bond Retirement	$ 96,647,690	$ 152,261,800	$ 55,614,110
Convention Center	7,980,260	8,302,570	322,310
General Aviation	2,050,000	2,050,000	0
Health Services	8,333,000	9,656,000	1,323,000
Income Tax - Infrastructure	17,251,610	18,043,000	791,390
Income Tax - Transit	51,814,830	54,205,000	2,390,170
Metropolitan Sewer District	281,113,700	287,471,500	6,357,800
Municipal Golf	5,900,000	5,900,000	0
Municipal Motor Vehicle License Tax	2,535,000	2,595,000	60,000
Parking System Facilities	10,117,680	9,605,350	(512,330)
Recreation Special Activities	3,700,000	3,900,000	200,000
Sawyer Point	725,000	1,057,500	332,500
Stormwater Management	11,564,300	11,461,000	(103,300)
Street Construction Maintenance & Repair	9,433,740	9,793,330	359,590
Streetcar Operations	0	1,500,000	1,500,000
Water Works	144,500,000	147,000,000	2,500,000
Total Principal Restricted Funds	**$ 653,666,810**	**$ 724,802,050**	**$ 71,135,240**

The following Principal Restricted Fund revenue changes in the Recommended FY 2017 Budget are highlighted below because the change is +/- $1.0 million when compared to the Approved FY 2016 Budget.

Bond Retirement

The revenue projection for the Bond Retirement Fund's revenue is $55.6 higher than the Approved FY 2016 Budget. The increase relates to notes outstanding and the anticipated capital budget financing.

Health Services

The Recommended FY 2017 Budget includes a $1.3 million increase in revenues for the Health Services Fund. This budgeted increase relates to continued implementation of the Affordable Care Act (ACA). Since the ACA's implementation, the Cincinnati Health Department has actively assisted its clients to enroll and secure health insurance.

Income Tax - Transit

This fund accumulates the proceeds from 0.3% of the Income Tax established for City transit needs and transportation-related functions. Because of improvement in the local economy and employment, revenues supporting the Income Tax - Transit Fund's are projected to be $2.4 million higher than in the Approved FY 2016 Budget. Part of the increase will offset bus shelter litter and cleanliness costs as part of our Greenspace program.

Metropolitan Sewer District

The Metropolitan Sewer District's (MSD) 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 MSD budget information contained in this budget document is for information purposes only. MSD is projecting a $6.4 million increase in revenues when comparing 2016 to 2017. The increase is attributed to bond financing its capital improvement plan projects.

Streetcar Operations

On April 27, 2016, City Council approved Ordinance no. 0108-2016, which approved the streetcar's first year's operations and maintenance budget. Included in the ordinance Council authorized renaming the "Contributions for Streetcar Purposes Fund" to "Streetcar Operations Fund" to reflect the fund's future use for the transfer and appropriation of streetcar operations, maintenance, and contingency funds. This fund did not have funding in the Approved FY 2016 Budget and $1.5 million is projected in FY 2017 from parking meter revenue.

Water Works

The revenue forecast for the Water Works Fund is $2.5 million higher in the Recommended FY 2017 Budget Update than in the Approved FY 2016 Budget. This increase is attributed a 1.7% increase in receipts for charges for services. There was a 5.0% rate increase that went into effect on January 1, 2016. In addition, improvements in collections initiated in FY 2016 will continue into FY 2017. There is no additional rate increase included in the Recommended FY 2017 Budget.

General Fund Expenditures

The Approved FY 2016 General Fund Budget totaled $377.7 million. The Approved FY 2017 General Fund Budget (a budget to provide the same level of services in FY 2017 as in FY 2016 which includes anticipated assumptions for wage and wage-based benefit increases) totaled $383.3 million. In January 2016, the City submitted a Tentative Tax Budget (TTB) which forecasted a FY 2017 General Fund Budget of $400.0 million in expenses and $386.1 million in revenues which resulted in a structural deficit of $13.9 million.

Additional changes occurred in the budget to increase the deficit to $18.3 million.

+$4.1 million: Labor Contracts

In April 2016, a tentative agreement on a labor contract was reached with the International Association of Fire Fighters (IAFF) which included a 3.0% Cost of Living Adjustment (COLA) effective September 2016. The budget impact is a net addition of $1.4 million. Three other bargaining units (Fraternal Order of Police (FOP), Cincinnati Organized and Dedicated Employees (CODE), and the American Federation of State, County and Municipal Employees (AFSCME)) all have contracts expiring during calendar year 2016. The General Fund Budget includes reserves of $2.7 million for future negotiated wage increases for these three unions.

+$0.3 million: Living Wage Adjustment

An increase of $257,000 in the General Fund will provide for an adjustment to the hourly wage for certain positions to meet the guidelines established by City Council Ordinance no. 0091-2016 which guarantees $15/hour for full-time city employees and $10.10/hour for seasonal or part-time city employees.

Balancing the Deficit of $18.3 Million

To balance the deficit, revenue increases and expenditure reductions are included in the Recommended FY 2017 Budget Update:

$6.8 million: Net Revenue Increase

A final review of revenue estimates increased the TTB forecast by $6.8 million. Increases totaling $8.0 million were estimated for income tax, interest income, increased parking fine revenue, increased Building & Inspections permit fees, increased fees for street openings, and increased Emergency Medical Services (EMS) revenue. These estimated revenue increases were partially offset by estimated revenue decreases of $1.2 million which included reductions in the admissions tax, solid waste franchise fees, incremental parking meter fees, charges for current services in the Police Department, and a decrease in state shared revenues from the Ohio Local Government Fund. E

-$2.7 million: Estate Tax Error Repayment

The Income Tax Division implemented the state imposed requirement of corporations remitting income tax withholdings on the 1st and 15th of each month instead of by the 15th of each month. The result of the change is that the City has realized a one-time increase in a half of a month's payment. This equates to approximately $5 to $6 million as businesses comply with the new remittance requirement. $4.4 million of this one time resource is included in the FY 2016 Final Adjustment Ordinance to pay off 75% of the outstanding total estate tax liability thus reducing the projected FY 2017 General Fund Budget deficit by $2.7 million.

-$2.0 million: Transfer of Personnel Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save the General Fund $2.0 million in FY 2017. Examples of such transfers include the one-time shift of $453,000 in expenditures to the Recreation Special Activities Fund to support recreation center operations and aquatics and the reimbursement of $385,000 in expenditures from capital projects for Enterprise Technology Solutions (ETS). A position transfer in the Law Department from the General Fund to Property Management Fund 209 saves the General Fund $100,000. The transfer of 4.0 FTE positions to other eligible funding sources in the Cincinnati Health Department results in a savings of $500,000. Finally, a shift of both personnel and non-personnel eligible expenses in the Cincinnati Parks Department to a variety of special revenue funds results in a savings of $524,000.

-$1.9 million: Departments' Target Reductions

The Office of Budget and Evaluation reviewed expenditure trends since the passage of the Tentative Tax Budget which resulted in net expenditure savings of $1.9 million. These changes result in a further reduction of the projected FY 2017 deficit.

-$1.8 million: Base Budget Reductions

Across the board base budget reductions for certain non-personnel items totaling $1.8 million were made. These reductions included reversing inflationary increases and a reduction in fuel costs. This also includes savings of an across the board reduction in electric utility rates based on a negotiated electric rate decrease of 11%.

-$1.5 million: Reduction in Streetcar Appropriation in Department of Transportation and Engineering

The Streetcar Operations Fund 455 will include all appropriations related to Streetcar operations and there is no General Fund appropriation for this expense. Revenue has also been decreased by $1.5 million.

-$1.2 million: Health Care Savings

Based on a citywide reduction in health care premium costs, a reduction of $0.5 million across all General Fund departments was instituted. Additionally, the Health Care Fund has a sufficient fund balance that will fund the FY 2017 payment of the City provided dental and vision insurance premiums for the City saving $0.7 million.

-$1.0 million: Police and Fire Pension Savings

Additional savings were identified in police and fire due to prepayment of pension expense from prior years.

-$0.6 million: Transfer of Non Personnel Expenditures to Other Eligible Funds

Police equipment expenses for body armor and helmets are a capital eligible expense and will be funded from the capital budget. The Fire Department also has capital eligible expenditures that will be funded from capital. Debt service budgets related to the Regional Computer Center Fund 702 have been updated to match the City's official debt service schedule.

-$0.6 million: Debt Service Savings

Finance Department staff reviewed prior year purchase orders with departments and identified $1.7 million of certifications that can be cancelled. A portion of this savings is included in the FY 2016 Final Adjustment Ordinance to pay the final payment of $636,000 to the Debt Service Fund 151 in FY 2016 related to a deferred Ohio Police & Fire Pension Fund (OP&F) payment back to 2011 that was on a five year repayment schedule. The General Fund Budget has annually included a transfer out, and FY 2017 was the last year of this payment.

-$0.6 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of $551,000 in FY 2017. Examples of some of the non-personnel items reduced include, but are not limited to, office supplies, temporary personnel costs, contractual services, check stock, recycling costs, and data processing. Also included is the temporary closure of Ziegler Pool for the summer of 2016 which will result in savings of $38,000. The pool is located within Ziegler Park which is undergoing major construction during the pool season.

-$0.4 million: Net Decrease in Leveraged Support

To address the budget deficit, City departments' budgets were reduced. Similarly, budgets to provide leveraged support were also reduced. The Recommended FY 2017 Budget Update is $368,500 lower than the Approved FY 2016 Budget (see Table VI – Leveraged Support).

-$0.3 million: Elimination of Vacant Positions

This includes the elimination of 3.5 FTE vacant miscellaneous positions across multiple departments which will result in savings of $260,000 in FY 2017. Examples of the positions eliminated include an Accountant position within the Department of Finance, a Human Resources Analyst position in the Department of Human Resources, and a Service Area Coordinator position in the Department of Recreation related to a double fill that is no longer needed.

-$0.2 million: Vacant Position Savings

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2017 will result in savings of $200,000 in FY 2017.

Expenditure increases total $3.3 million and includes:

+$2.4 million: Position Additions

An increase of $2.4 million is budgeted to add 34.0 FTE positions in FY 2017. The Department of Buildings & Inspections is adding 14.0 FTE positions including: 7.0 FTE Inspector 1 positions, 3.0 FTE Inspector 2 positions, a Zoning Plan Examiner position, a Senior Building Plans Examiner position, a City Planning Technician 3 position, and a Municipal Worker position. The Cincinnati Police Department's implementation of a body-worn camera system requires the addition of 9.0 FTE positions. Of those positions, 7.0 FTE are in the Police Department and include 5.0 FTE Administrative Technician positions, an Administrative Specialist position, and a Police Sergeant position. 2.0 FTE Legal Assistant positions related to this program are in the Law Department. Due to the transfer and reorganization of the Emergency Communications Center from the City Manager's Office to the Cincinnati Police Department, 7.0 FTE sworn supervisory positions are

being added which include 5.0 FTE Police Sergeant positions, a Police Lieutenant position, and a Police Captain position. Other position additions include an Assistant Fire Chief position in the Cincinnati Fire Department, an Investigator position in the Citizen Complaint Authority, a Legal Assistant position in the Law Department, and a Division Manager position in the City Manager's Office for the Cincinnati Human Relations Commission (CHRC).

+$0.9 million: Service Enhancements

An increase of $934,000 in the General Fund will provide a variety of service enhancements across multiple departments. Included in this increase is $170,000 for additional overtime expenses to train Emergency Communications Center staff on the upgraded Computer Aided Dispatch (CAD) system, $500,000 for Strategic Enforcement and Economic Development (SEED), $75,000 for a temporary relocation program for tenants of unsafe housing, $75,000 for increased collection agency services, $64,000 for an online training solution for Basic Life Support (BLS), Advanced Life Support (ALS), and various other required Fire Department training courses, and $50,000 for a Landlord Training program.

Table X - General Fund Approved FY 2016 Budget /Recommended FY 2017 Budget Update Comparison

($ in Millions)	FY 2016 Approved Budget	Recommended FY 2017 Budget Update	Increase / (Decrease)	% Change FY 2016 App. to FY 2017 Rec. Update
Expenditures				
Public Safety Total	$231.6	$253.0	$21.4	9.2%
Non-Public Safety Total	$122.6	$116.2	($6.4)	-5.2%
Total Departmental Budgets	**$354.2**	**$369.2**	**$15.0**	**4.2%**
Non-Departmental Total	$22.1	$18.8	($3.4)	-15.2%
Transfers Out	$1.4	$4.9	$3.5	258.4%
Total General Fund Expenditures	**$377.7**	**$392.9**	**$15.1**	**4.0%**

Public safety departments comprised a total of $231.6 million and non-public safety departments comprised a total of $122.6 million of the Approved FY 2016 General Fund Operating Budget total of $377.7 million. In contrast, the Recommended FY 2017 General Fund Operating Budget totals $392.9 million and includes $254.0 million for public safety departments and $116.1 million for non-public safety departments. The public safety departments reflect budget increases as compared to the Approved FY 2016 budget of $22.4 million or 9.7%. However, the Emergency Communications Center for FY 2016 was part of the City Manager's Office and its $8.1 million budget was considered part of the non-public safety total. For FY 2017, the Emergency Communications Center has been transferred to the Police Department which accounts for $10.2 million of the $22.4 million public safety budget increase. The non-public safety departments reflect budget decreases of $6.5 million or 5.3% as compared to the Approved FY 2016 budget. However, when accounting for the Emergency Communications Center transfer, non-public safety departments actually reflect budget increases of $3.7 million.

Table XI provides a comparison of each department's General Fund FY 2016 Approved Budget to the Recommended FY 2017 Budget Update.

Table XI - General Fund Budget Comparison by Department

	FY 2016 Approved Budget	FY 2017 Approved Budget	Recommended FY 2017 Budget Update	% Change FY 2016 Approved to Recommended FY 2017
Police[1]	$ 132,796,650	$ 135,875,296	$ 143,979,710	8.4%
Fire	98,826,650	101,220,680	109,025,750	10.3%
Public Safety Sub-Total	$ 231,623,300	$ 237,095,976	$ 253,005,460	9.2%
Public Services	$ 18,744,680	$ 18,959,120	$ 18,701,160	-0.2%
Health	16,837,160	15,973,980	17,031,210	1.2%
Recreation	15,327,080	15,907,300	15,686,885	2.3%
Buildings & Inspections	7,520,000	8,020,080	9,629,790	28.1%
Parks	9,114,590	9,157,950	8,775,910	-3.7%
City Manager's Office[2]	15,602,970	15,916,500	8,561,380	-45.1%
Community & Economic Development	9,114,200	8,545,750	7,802,590	-14.4%
Finance	6,679,340	6,799,520	6,771,110	1.4%
Law	6,388,490	6,614,410	6,743,540	5.6%
Enterprise Technology Solutions	4,232,760	4,280,520	5,004,780	18.2%
Transportation & Engineering	5,072,060	5,140,880	3,322,100	-34.5%
City Council	2,136,700	2,149,830	2,180,960	2.1%
Human Resources	1,772,580	1,872,850	2,058,560	16.1%
Economic Inclusion	1,159,910	1,166,640	1,096,260	-5.5%
Office of the Mayor	725,490	734,830	740,070	2.0%
Clerk of Council	742,080	748,920	716,970	-3.4%
City Planning	585,240	614,820	715,550	22.3%
Citizen Complaint Authority[3]	857,860	869,960	649,710	-24.3%
Non-Public Safety Sub-Total	$ 122,613,190	$ 123,473,860	$ 116,188,535	-5.2%
Total Departmental Budgets	$ 354,236,490	$ 360,569,836	$ 369,193,995	4.2%
Non-Departmental	$ 22,129,670	$ 22,695,774	$ 18,775,360	-15.2%
Transfers Out	$ 1,372,000	$ 1,636,890	$ 4,917,140	258.4%
Total General Fund Budget	$ 377,738,160	$ 384,902,500	$ 392,886,495	4.0%

[1] The Recommended FY 2017 Budget Update for Police includes the Emergency Communications Center which was transferred from the City Manager's Office.

[2] The Recommended FY 2017 Budget Update for the City Manager's Office no longer includes the Emergency Communications Center which was transferred to Police; it also now includes the Internal Audit function which was transferred from the Citizen Complaint Authority.

[3] The Recommended FY 2017 Budget Update for the Citizen Complaint Authority no longer includes the Internal Audit function which was transferred to the City Manager's Office.

Summary:

To address the budget deficit and arrive at a structurally balanced General Fund Budget, a combination of increasing revenues and decreasing expenditures, without negatively impacting the City's service delivery, was required. Since approval of the Tentative Tax Budget in January 2016, the General Fund revenue estimate increased by $6.6 million and General Fund expenditures have been reduced by $7.3 million.

Restricted Funds Expenditures

The Recommended FY 2017 Restricted Funds Operating Expenditure Budget Update increased $74.2 million, or 11.3% from the Approved FY 2016 Budget. This is primarily due to expenditure increases in the Bond Retirement Fund, the Metropolitan Sewer District Fund, the Income Tax - Transit Fund, the Health Services Fund, the Stormwater Management Fund, the Income Tax - Infrastructure Fund, and other funds. Additionally, the Streetcar Operations Fund is a new fund established for FY 2017. A few of the Principal Restricted Funds are forecasting decreased expenditures when compared to the Approved FY 2016 Budget. The Convention Center, Municipal Golf, Parking System Facilities and Water Works funds' operating budgets are projecting lower expenditures in FY 2017.

Table XII - Restricted Funds' Operating Expenditure Budgets

	FY 2016 Approved Budget	Recommended FY 2017 Budget Update	Difference	FY 2016 Approved to Recommended FY 2017 Update
Principal Restricted Funds				
Bond Retirement	$93,390,390	$155,414,150	62,023,760	66.4%
Convention Center	$8,746,090	$8,676,530	(69,560)	-0.8%
General Aviation	$1,867,520	$1,927,670	60,150	3.2%
Health Services	$8,333,770	$9,734,770	1,401,000	16.8%
Income Tax - Infrastructure	$17,230,690	$17,766,740	536,050	3.1%
Income Tax - Transit	$51,508,010	$53,682,410	2,174,400	4.2%
Metropolitan Sewer District	$242,517,970	$247,555,430	5,037,460	2.1%
Municipal Golf	$6,311,800	$5,876,530	(435,270)	-6.9%
Municipal Motor Vehicle License Tax	$2,736,370	$2,756,110	19,740	0.7%
Parking System Facilities	$12,301,020	$11,666,960	(634,060)	-5.2%
Recreation Special Activities	$4,454,560	$4,468,810	14,250	0.3%
Sawyer Point	$1,145,850	$1,461,240	315,390	27.5%
Stormwater Management	$10,204,320	$10,899,600	695,280	6.8%
Street Construction Maintenance & Repair	$10,048,980	$10,198,630	149,650	1.5%
Streetcar Operations	$0	$3,286,340	3,286,340	
Water Works	$145,760,360	$144,201,940	(1,558,420)	-1.1%
Subtotal Principal Restricted Funds	$616,557,700	$689,573,860	$73,016,160	11.8%
Other Restricted Funds	39,231,260	40,451,175	1,219,915	3.1%
Restricted Fund Grand Total	$655,788,960	$730,025,035	$74,236,075	11.3%

Bond Retirement

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Recommended FY 2017 Budget Update includes a $62.0 million increase related to notes outstanding and the anticipated capital budget financing. The debt service appropriation increase anticipates funding the capital budget with bond anticipation notes prior to the bond sale. The increased appropriation is needed to redeem those notes once the bonds are sold, as well as pay the cost of issuance if there are multiple bond sales. A small portion of the increase is due to a change in accounting procedure. The debt service previously paid from the General Fund and other Special Revenue funds will be booked as "Transfers Out" to the Bond Retirement fund and as debt service expense in the Bond Retirement Fund.

Metropolitan Sewer District

The Metropolitan Sewer District's (MSD) budget information contained in this budget document is for information 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 $5.0 million increase in the MSD's expenditure budget is primarily due to increases in personnel and benefit costs for CY 2017 as well as an increase in debt service payments.

Income Tax - Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Recommended FY 2017 Budget Update includes a $2.2 million increase over the Approved FY 2016 Budget to support SORTA's requested budget for calendar year 2017 and to address bus shelter litter and cleanliness as part of the City's Greenspace program.

Health Services Fund

The Health Services Fund expenditures increased $1.4 million primarily due to an agreed to transition of expenditures from the General Fund as the Health Department implements the Affordable Care Act. In addition, increases in software and licenses are included in the Health Services Fund for FY 2017. Revenue estimates for this fund for FY 2017 are sufficient to sustain the additional expenditures.

Stormwater Management Utility Fund

The Stormwater Management Utility Fund expenditures increased by $700,000 due to the expansion of the road improvement program that resulted in additional inlet and storm drain improvements and planned enhancements to the City's street sweeping program being implemented by the Department of Public Services in FY 2017.

Income Tax - Infrastructure Fund

The Income Tax - Infrastructure Fund expenditures increased $500,000 primarily due to an increase in personnel and benefits costs. An increase in overhead charges also contributed to this increase.

Streetcar Operations Fund

The Streetcar Operations Fund is a new fund for the Recommended FY 2017 Budget Update and therefore had no budgeted expenditures in prior years.

Water Works

The $1.6 million decrease in the Water Works Fund is primarily due to a decrease in data processing expenses, chemical expenses, and debt service payments which are partially offset by a citywide increase in personnel and benefit costs.

Parking System Facilities Fund

The Parking System Facilities Fund expenditures decreased by $600,000, which is primarily due to a decrease in expert services which was partially offset by an increase in expenses for debt service payments.

STAFFING PLAN

The Recommended FY 2017 Budget Update does not include the elimination of any filled positions.

When compared to the Approved FY 2016 Budget, the Recommended FY 2017 Budget Update includes a total increase of 74.20 Full-Time Equivalents (FTEs). The increase in FTEs includes staffing adjustments made during FY 2106 as well as additional positions included in the Recommended FY 2017 Budget Update. During FY 2016, 17.20 FTEs were added and the proposed budget includes an additional 57.00 FTEs, 34.0 FTEs in the General Fund (previously described on page 15) and 23.00 FTEs in the Metropolitan Sewer District Fund.

As shown in Table XIII, the total number of FTE will increase from the 5,943.77 budgeted in the Approved FY 2016 Budget to 6,017.97 in the Recommended FY 2017 Budget Update. This total increase constitutes an addition of 44.38 FTE in the General Fund and an increase of 29.82 FTE in the Restricted Funds.

Table XIII – Recommended FY 2017 Budget Update - Staffing Plan

(in Full Time Equivalents, FTE)	**FY 2016 Approved Budget**	**FY 2017 Recommended Budget Update**	**Change**
General Fund	3,479.13	3,523.51	44.38
Restricted Funds	2,464.64	2,494.46	29.82
Total All Funds Staffing	**5,943.77**	**6,017.97**	**74.20**

The major staffing changes from the Approved FY 2016 Budget to the FY 2017 Recommended Budget Update are highlighted below.

- Sewers (Metropolitan Sewer District): MSD is continuing its effort to eliminate contracted support positions and replacing them with full-time equivalent positions. The increase of 23.0 FTEs will be more than offset by reductions in contracted expert services expenditures.
- Buildings and Inspections: A net increase of 13.0 FTEs is included in the Buildings and Inspections Department to implement service enhancements in FY 2017.
- Fire Department: A net increase of 13.0 FTEs, which includes a graduating class of recruits in FY 2017 as well as projected attrition.
- Police Department: A net increase of 11.0 FTEs, which is attributed to a graduating class of recruits in FY 2017 as well as projected attrition.

Table XIV provides a comparison all public safety FTE and non-public safety FTE in the Recommended FY 2017 Budget Update. As highlighted above, the 23.0 FTE increase in Sewers accounts for the largest portion of this FTE increase.

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

(in Full Time Equivalents, FTE)	FY 2016 Approved Budget	FY 2017 Recommended Budget Update	Change
Public Safety FTE (Sworn & Non-Sworn) FTE	2,241.73	2,260.73	19.00
Non-Public Safety FTE	3,702.04	3,757.24	55.20
Total FTEs	**5,943.77**	**6,017.97**	**74.20**

The net change in Public Safety FTEs is 19.0, which includes an increase of 31.0 sworn positions and a decrease of 12.0 non-sworn positions as depicted in Table XV below.

Table XV - Public Safety (sworn and non-sworn) FTEs

(in Full Time Equivalents, FTE)	FY 2016 Approved Budget	FY 2017 Recommended Budget Update	Change
Sworn Public Safety FTE	1,884.00	1,915.00	31.00
Non-Sworn Public Safety FTE	357.73	345.73	(12.00)
Total FTEs	**2,241.73**	**2,260.73**	**19.00**

When compared to the Approved FY 2016 Budget, the sworn positions in the Cincinnati Police Department are increased by 23.0 FTEs in the Recommended FY 2017 Budget. The sworn positions in the Cincinnati Fire Department are increased by 8.0 FTEs

Table XVI –Public Safety Sworn Authorized Strength

(in Full Time Equivalents, FTE)	FY 2016 Approved Budget	FY 2017 Recommended Budget Update	Change
Police Sworn	1,034.00	1,057.00	23.00
Fire Sworn	850.00	858.00	8.00
Total Sworn FTEs	**1,884.00**	**1,915.00**	**31.00**

With the calendar year (CY) 2000 as the baseline, Table XVII provides the difference in position types to the Recommended FY 2017 Budget Update. Since 2000, Public Safety positions have increased by 74.83 FTE or 3.42% and non-public safety positions have decreased by 816.46 or 17.96%.

Table XVII – All Funds FTE Change 2000 Approved – 2017 Recommended Update

(in Full Time Equivalents, FTE)	**Approved CY 2000 Budget**	**FY 2017 Recommended Budget Update**	**Change from CY 2000**	**% Change from CY 2000**
Public Safety FTE	2,185.90	2,260.73	74.83	3.42%
Non Public Safety FTE	4,545.20	3,757.24	(787.96)	-17.34%
Total All Funds FTE	**6,731.10**	**6,017.97**	**(713.13)**	**-10.59%**

During the same time period, the change in General Fund positions is more significant. Non-public safety General Fund positions have declined by 710.42 FTE or 36.0% when compared to the baseline CY 2000 Approved Budget.

Table XVIII – General Fund FTE Change
CY 2000 Approved to Recommended FY 2017 Budget Update

(in Full Time Equivalents, FTE)	**Approved CY 2000 Budget**	**FY 2017 Recommended Budget Update**	**Change from CY 2000**	**% Change from CY 2000**
Public Safety FTE	2,185.90	2,260.73	74.83	3.42%
Non Public Safety FTE	1,973.20	1,262.78	(710.42)	-36.00%
Total All Funds FTE	**4,159.10**	**3,523.51**	**(635.59)**	**-15.28%**

The following Recommended Staffing Plan provides a FTE comparison for FY 2015, FY 2016, and FY 2017 for each department. It is further broken down by positions in the General Fund, in Restricted Funds, and the total for All Funds.

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Recommended Staffing Plan

Staffing Plan - Update

	General Fund			Restricted Funds			All Funds		
	FY 2015	FY 2016	FY 2017	FY 2015	FY 2016	FY 2017	FY 2015	FY 2016	FY 2017
City Council	27.00	27.00	27.00	0.00	0.00	0.00	27.00	27.00	27.00
Office of the Mayor	9.00	9.00	9.00	0.00	0.00	0.00	9.00	9.00	9.00
Clerk of Council	7.00	5.84	5.84	0.00	0.00	0.00	7.00	5.84	5.84
City Manager	163.50	168.50	43.50	12.00	12.00	12.00	175.50	180.50	55.50
Buildings & Inspections	91.50	99.50	112.50	0.00	0.00	0.00	91.50	99.50	112.50
Citizen Complaint Authority	9.00	9.00	6.00	0.00	0.00	0.00	9.00	9.00	6.00
City Planning	6.00	6.00	7.00	6.00	4.00	4.00	12.00	10.00	11.00
Community & Economic Development	19.00	24.60	28.00	28.40	31.40	27.00	47.40	56.00	55.00
Enterprise Services	0.00	0.00	0.00	35.80	40.30	42.26	35.80	40.30	42.26
Economic Inclusion	4.00	10.00	10.00	2.00	2.00	2.00	6.00	12.00	12.00
Enterprise Technology Solutions	49.75	47.55	49.75	35.80	35.80	37.80	85.55	83.35	87.55
Finance	66.04	65.28	74.26	30.46	30.47	30.49	96.50	95.75	104.75
Fire	882.00	891.00	904.00	0.00	0.00	0.00	882.00	891.00	904.00
Health	208.78	189.05	179.86	218.60	279.65	297.17	427.38	468.70	477.03
Human Resources	18.10	19.11	19.10	3.00	2.99	3.00	21.10	22.10	22.10
Law	62.20	69.00	72.20	8.00	8.00	9.00	70.20	77.00	81.20
Parks	172.05	173.05	171.05	71.40	71.40	73.40	243.45	244.45	244.45
Police	1,217.00	1,219.73	1,361.73	0.00	0.00	0.00	1,217.00	1,219.73	1,361.73
Public Services	138.00	145.00	144.00	297.00	298.00	305.00	435.00	443.00	449.00
Recreation	277.86	280.92	278.72	137.91	134.25	113.71	415.77	415.17	392.43
Sewers	0.00	0.00	0.00	717.00	717.00	740.00	717.00	717.00	740.00
Stormwater Management	0.00	0.00	0.00	20.25	23.73	25.00	20.25	23.73	25.00
Transportation & Engineering	20.00	20.00	20.00	153.40	153.40	153.70	173.40	173.40	173.70
Water Works	0.00	0.00	0.00	620.68	620.25	618.93	620.68	620.25	618.93
Total	3,447.78	3,479.13	3,523.51	2,397.70	2,464.64	2,494.46	5,845.48	5,943.77	6,017.97
Police Sworn	1,001.00	1,034.00	1,057.00	0.00	0.00	0.00	1,001.00	1,034.00	1,057.00
Fire Sworn	854.00	850.00	858.00	0.00	0.00	0.00	854.00	850.00	858.00
Non-Sworn	1,592.78	1,595.13	1,608.51	2,397.70	2,464.64	2,494.46	3,990.48	4,059.77	4,102.97

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Section 3: Financial Summaries

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The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to its resources. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Recommended FY 2017 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 34.7% of the total Recommended FY 2017 Operating Budget.

Table XIX, **General Fund Multi-Year Forecast 2015-2020**, includes the FY 2015 Actual Revenues and Expenditures, the Approved FY 2016 Budget, the Recommended FY 2017 Budget Update, and projected revenues and expenditures for Fiscal Year 2018, 2019, and 2020.

All Funds Operating Budget Summary by Department

The **All Funds Operating Budget by Department** provides an all funds operating budget comparison for the City departments, including non-departmental expenses.

General Fund Operating Budget Summary by Department

A **General Fund Operating Budget Summary by Department** lists the Approved FY 2016 Budget, the Approved FY 2017 Budget, and the Recommended FY 2017 Budget Update. It also includes a change from the Approved FY 2017 Budget to the Recommended FY 2017 Budget Update.

Restricted Funds Operating Budget

The **Restricted Funds Operating Budget** includes the "Principal" Restricted Funds. The City has many restricted funds. Those classified as "Principal" Restricted Funds account for 61.7% of the total Recommended FY 2017 Operating Budget.

Other Restricted Funds Operating Budget by Fund

In addition to the "Principal" Restricted Funds, the City has several, single purpose restricted funds. The Other Restricted Funds account for 3.6% of the Recommended FY 2017 Budget. A table comparing the Approved FY 2016 Budget, the Approved FY 2017 Budget, the Recommended FY 2017 Budget, and a comparison

Non-Departmental Budget Summary

The Non-Departmental 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 Public Employee Assistance Program (PEAP), Worker's Compensation, Unemployment, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.

- **Non-Departmental Accounts:** include various City-wide expenditures such as, Fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, payment to Cincinnati Public Schools, and more.

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

Fund Tables

A Fund Table is provided for each of the “Principal” Restricted Funds. 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 2015 are included as well as an estimate for FY 2016. The Approved FY 2017 Budget and the Recommended FY 2017 Budget Update are also provided along with a change from the Approved to the Recommended Budget Update for FY 2017.

General Fund Forecast 2015 – 2020

The Recommended FY 2017 Budget Update for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table XIX depicts a multi-year General Fund budget forecast that includes the Approved FY 2016 as well as the Recommended FY 2017 Budget Update which is structurally balanced. The forecast for fiscal years 2018 and 2019 shows revenues growing at faster pace than expenditures, based on the current level of service. The projection for FY 2020 continues that trend; however, transfers out of the General Fund for debt service obligations are depicting a budget deficit. The Department of Finance and the Office of Budget and Evaluation will continue to work with the University of Cincinnati to revise these estimates as the FY 2018/2019 Biennial Budget is created and are subject to change.

Table XIX - General Fund Forecast 2015 – 2020

Cash Basis	FY 2015 Actuals[1]	FY 2016 Approved	FY 2017[2] Recommended	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Total Revenues[3]	$370,065,450	$377,308,160	$392,886,489	$409,056,489	$416,010,449	$423,082,627
Total Expenditures[4]	$365,476,204	$376,366,160	$387,947,344	$400,529,643	$410,698,626	$419,610,137
Revenues over Expenditures	**$4,589,246**	**$942,000**	**$4,939,145**	**$8,526,846**	**$5,311,824**	**$3,472,490**
Transfers						
Transfers In	$3,241					
Operating Transfers Out[5]	($5,422,000)	($1,372,000)	($4,939,145)	($5,000,000)	($5,000,000)	($5,000,000)
One Time Transfers Out [6]		($14,326,948)				
Total Transfers	**($5,418,759)**	**($15,698,948)**	**($4,939,145)**	**($5,000,000)**	**($5,000,000)**	**($5,000,000)**
Expenditure Savings		$430,000				
Cancellation of Prior Year's Encumbrances	$1,846,539					
Subtotal Fund Balance Net Increase/Decrease	$1,017,026	($14,326,948)	$0	$3,526,846	$311,824	($1,527,510)
Fund Balance at Beginning of Year	**$18,003,922**	**$19,020,948**	**$4,694,000**	**$4,694,000**	**$8,220,846**	**$8,532,669**
Fund Balance at End of Year	**$19,020,948**	**$4,694,000**	**$4,694,000**	**$8,220,846**	**$8,532,669**	**$7,005,160**

1. Actual revenues and expenditures per the Comprehensive Annual Financial Report
2. FY 2017 Revenues from Department of Finance, Accounts and Audits Division
3. 2018 through 2020 Income Tax Revenues based on forecast from University of Cincinnati revenues dated May 2016.
4. 2018 through 2020 Expenditures based on an aggregate 3.0% increase per the University of Cincinnati report dated February 2015
5. Transfers out of the General Fund to Bond Retirement Fund for debt service related to ERIP, Police & Fire Pension
6. One Time Transfers Out are related to the FY 2015 Closeout Memo

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All Funds Operating Budget Summary by Department

	FY 2016 Approved Budget	FY 2017 Approved Budget	FY 2017 Recommended Update	Change FY 2017 Approved to FY 2017 Update
City Council	2,136,700	2,149,830	2,180,960	31,130
Office of the Mayor	725,490	734,830	740,070	5,240
Clerk of Council	742,080	748,920	716,970	(31,950)
City Manager	18,842,840	19,044,180	8,735,330	(10,308,850)
Buildings & Inspections	7,594,320	8,094,530	9,704,240	1,609,710
Citizen Complaint Authority	857,860	869,960	649,710	(220,250)
City Planning	585,240	614,820	715,550	100,730
Community & Economic Development	9,535,540	8,977,150	8,236,660	(740,490)
Enterprise Services	20,262,840	20,547,000	19,519,140	(1,027,860)
Economic Inclusion	1,468,480	1,482,220	1,415,670	(66,550)
Enterprise Technology Solutions	13,132,020	13,481,910	14,553,590	1,071,680
Finance	101,174,330	102,368,710	163,278,400	60,909,690
Fire	98,826,650	101,220,680	109,025,750	7,805,070
Health	46,354,910	46,206,410	49,084,530	2,878,120
Human Resources	2,054,110	2,168,540	2,348,450	179,910
Law	6,594,560	6,828,870	7,080,030	251,160
Parks	16,510,940	16,655,120	17,068,520	413,400
Police	133,260,280	135,975,300	146,044,710	10,069,410
Public Services	38,807,760	39,536,780	39,749,230	212,450
Recreation	27,458,580	27,247,770	27,452,220	204,450
Sewers	238,768,700	241,080,140	241,080,140	0
Stormwater Management	7,549,640	6,984,970	7,690,520	705,550
Transportation & Engineering	12,623,640	13,058,390	11,090,790	(1,967,600)
Water Works	142,240,880	144,565,500	140,258,450	(4,307,050)
SORTA	50,811,000	51,822,000	56,147,340	4,325,340
Department Total	998,919,390	1,012,464,530	1,084,566,970	72,102,440
Non-Departmental Benefits	11,127,000	10,614,810	6,240,810	(4,374,000)
General Fund Overhead	7,579,890	8,039,950	8,908,420	868,470
Non-Departmental Accounts	14,028,840	14,166,110	11,508,070	(2,658,040)
Reserve for Contingencies	500,000	500,000	3,194,840	2,694,840
Non-Departmental Budgets Total	33,235,730	33,320,870	29,852,140	(3,468,730)
	1,032,155,120	1,045,785,400	1,114,419,110	68,633,710

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General Fund Operating Budget Summary by Department

	FY 2016 Approved Budget	FY 2017 Approved Budget	FY 2017 Recommended Update	Change FY 2017 Approved to FY 2017 Update
City Council	2,136,700	2,149,830	2,180,960	31,130
Office of the Mayor	725,490	734,830	740,070	5,240
Clerk of Council	742,080	748,920	716,970	(31,950)
City Manager	15,602,970	15,916,500	8,561,380	(7,355,120)
Buildings & Inspections	7,520,000	8,020,080	9,629,790	1,609,710
Citizen Complaint Authority	857,860	869,960	649,710	(220,250)
City Planning	585,240	614,820	715,550	100,730
Community & Economic Development	9,114,200	8,545,750	7,802,590	(743,160)
Economic Inclusion	1,159,910	1,166,640	1,096,260	(70,380)
Enterprise Technology Solutions	4,232,760	4,280,520	5,004,780	724,260
Finance	6,679,340	6,799,520	6,771,110	(28,410)
Fire	98,826,650	101,220,680	109,025,750	7,805,070
Health	16,837,160	15,973,980	17,031,210	1,057,230
Human Resources	1,772,580	1,872,850	2,058,560	185,710
Law	6,388,490	6,614,410	6,743,540	129,130
Parks	9,114,590	9,157,950	8,775,910	(382,040)
Police	132,796,650	135,875,300	143,979,710	8,104,410
Public Services	18,744,680	18,959,120	18,701,160	(257,960)
Recreation	15,327,080	15,907,300	15,686,890	(220,410)
Transportation & Engineering	5,072,060	5,140,880	3,322,100	(1,818,780)
Department Total	354,236,490	360,569,840	369,194,000	8,624,160
Non-Departmental Benefits	8,225,020	8,532,110	4,574,900	(3,957,210)
Non-Departmental Accounts	13,704,650	13,963,660	11,305,620	(2,658,040)
Reserve for Contingencies	200,000	200,000	2,894,840	2,694,840
Non-Departmental Budgets Total	22,129,670	22,695,770	18,775,360	(3,920,410)
Grand Total	376,366,160	383,265,610	387,969,360	4,703,750

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Other Restricted Funds Operating Budget by Fund

Fund - Fund Name	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended	Change FY 2017 Budget to FY 2017 Rec
314 - Special Events	76,430	77,880	0	(77,880)
317 - Urban Dev Property Operations	335,930	342,310	342,310	0
319 - Contributions For Recreation	239,740	244,190	245,460	1,270
320 - Crosley Field Trust	0	110	0	(110)
324 - Recreation Fed Grant Project	466,530	474,780	474,780	0
326 - Park Donations/Spec Activities	440,760	448,230	442,190	(6,040)
327 - W.M. Ampt Free Concerts	15,290	15,580	16,000	420
328 - Groesbeck Endowments	15,290	15,580	16,000	420
329 - Cincinnati Riverfront Park	0	0	363,040	363,040
330 - Park Lodge/ Pavilion Deposits	323,690	331,950	450,060	118,110
332 - Krohn Conservatory	689,920	697,090	756,260	59,170
333 - Krohn Conservatory Trustee	40,760	41,530	41,530	0
349 - Urban Renewal Debt Retirement	645,480	661,320	666,730	5,410
350 - Public Health Research	1,680,990	1,701,790	2,035,770	333,980
353 - Home Health Services	7,045,160	7,255,340	7,221,100	(34,240)
354 - Household Sewage Treatment System Fees	47,110	48,400	48,750	350
360 - Blue Ash Property Operation	7,640	7,790	7,790	0
363 - Solid Waste Disposal Control	90,070	91,110	77,360	(13,750)
364 - 911 Cell Phone Fees	3,015,100	2,900,520	1,307,900	(1,592,620)
367 - Criminal Actv Forfeiture Fed	71,250	0	250,000	250,000
369 - Criminal Actv Forfeiture State	150,000	0	450,000	450,000
370 - Drug Offender Fines Forfeiture	212,380	100,000	49,000	(51,000)
372 - DUI Enforcement	30,000	0	40,000	40,000
379 - Std/HIV Prevention Training	100	100	100	0
381 - Cincinnati Abatement Project	1,131,060	1,155,890	1,133,620	(22,270)
391 - Women & Infants Food Grnt Prog	3,379,610	3,471,380	3,548,970	77,590
394 - State Health Program Income	149,360	150,420	433,810	283,390
412 - Food Service License Fees	1,095,580	1,123,690	1,144,150	20,460
413 - Swimming Pool License Fees	82,340	83,680	77,690	(5,990)
415 - Immunization Action Plan	278,050	280,690	299,140	18,450
418 - Federal Health Program Income	4,068,030	4,140,830	3,507,540	(633,290)
420 - Public Employee Assistance Pro	456,880	461,230	548,260	87,030
425 - Heart Health In Ham County	143,390	149,500	150,130	630
444 - Armleder Projects	0	0	48,000	48,000
446 - Health Network	1,912,030	1,979,180	2,525,610	546,430
448 - Health Care For The Homeless	82,800	83,800	244,000	160,200
449 - Cinti Area Geographic Info Sys	4,050,250	4,227,360	4,479,950	252,590
457 - CLEAR	4,335,240	4,428,060	4,538,480	110,420
631 - Buildings Code Sales	6,820	6,950	6,950	0
749 - Retirement	11,270	18,200	18,600	400
792 - Forestry Assessments	1,940,800	1,945,090	1,955,960	10,870
793 - Blem Assessment	468,130	496,280	488,180	(8,100)
Principal Restricted Total	39,231,260	39,657,830	40,451,170	793,340

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Restricted Funds Operating Budget

	FY 2016 Approved Budget	FY 2017 Approved Budget	FY 2017 Recommended Update	Change FY 2017 Approved to FY 2017 Update
Principal Restricted Funds				
Bond Retirement	93,390,390	94,444,980	155,414,150	60,969,170
Convention Center	8,746,090	8,868,510	8,676,530	(191,980)
General Aviation	1,867,520	1,909,260	1,927,670	18,410
Health Services	8,333,770	8,520,500	9,734,770	1,214,270
Income Tax-Infrastructure	17,230,690	17,950,340	17,766,740	(183,600)
Income Tax-Transit	51,508,010	52,532,400	53,682,410	1,150,010
Metropolitan Sewer District	242,517,970	247,555,430	247,555,430	0
Municipal Golf	6,311,800	5,899,680	5,876,530	(23,150)
Municipal Motor Vehicle License Tax	2,736,370	2,805,410	2,756,110	(49,300)
Parking System Facilities	12,301,020	12,484,090	11,666,960	(817,130)
Recreation Special Activities	4,454,560	4,045,730	4,468,810	423,080
Sawyer Point	1,145,850	1,165,910	1,461,240	295,330
Stormwater Management	10,204,320	9,689,020	10,899,610	1,210,590
Street Construction Maintenance & Repair	10,048,980	10,301,680	10,198,630	(103,050)
Streetcar Operations	0	0	3,286,340	3,286,340
Water Works	145,760,360	148,264,310	144,201,940	(4,062,370)
Principal Restricted Total	616,557,700	626,437,250	689,573,870	63,136,620
Other Restricted Funds	39,231,260	39,657,830	40,451,170	793,340
Grand Total	655,788,960	666,095,080	730,025,040	63,929,960

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Non-Departmental Budget Summary

	FY 2016 Approved Budget	FY 2017 Approved Budget	FY 2017 Recommended Update	Change FY 2017 Approved to FY 2017 Update
Non-Departmental Benefits				
Prior Year Pension Obligations	4,092,770	4,344,400	419,820	(3,924,580)
Public Employee Assistance Program	422,280	368,510	369,490	980
Workers Compensation	5,466,700	4,701,900	4,290,900	(411,000)
Police and Firefighters Insurance	245,250	300,000	300,000	0
Unemployment Compensation	300,000	300,000	260,600	(39,400)
Lump Sum Payments	600,000	600,000	600,000	0
Non-Departmental Benefits Total	11,127,000	10,614,810	6,240,810	(4,374,000)
General Fund Overhead	7,579,890	8,039,950	8,908,420	868,470
Non-Departmental Accounts				
Audit and Examiner's Fees	350,000	349,890	350,000	110
Hamco Treasurer & Auditor Fees	550,000	550,000	550,000	0
County Clerk Fees	350,000	350,000	350,000	0
Election Expense	112,090	150,000	150,000	0
Judgments Against the City	900,000	900,000	900,000	0
Enterprise Software and Licenses	2,954,080	3,152,510	2,808,480	(344,030)
Memberships & Lobbyists	217,460	217,030	217,360	330
HUD Section 108 Debt Service	0	0	0	0
Mayor's Office Obligations	113,260	115,000	113,260	(1,740)
Manager's Office Obligations	146,520	146,110	146,520	410
Downtown Spec Improve District	90,000	90,000	90,000	0
ETS Information Infrastructure Security	224,190	102,450	102,450	0
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0
Cincinnati Music Hall	100,000	100,000	100,000	0
Port Authority of Greater Cincinnati	700,000	700,000	630,000	(70,000)
Property Investment Reim. Agreements	2,221,240	2,243,120	0	(2,243,120)
Non-Departmental Accounts Total	14,028,840	14,166,110	11,508,070	(2,658,040)
Reserve for Contingencies	500,000	500,000	3,194,840	2,694,840
Total	33,235,730	33,320,870	29,852,140	(3,468,730)

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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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	31,558,540	31,922,710	31,533,670	31,655,170	121,500
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	21,750,500	21,910,070	22,120,790	22,182,950	62,160
Revenue from Other Agencies	8,044,100	7,814,910	7,796,580	7,735,820	(60,770)
Charges for Services	0	0	0	0	0
Miscellaneous	178,970	35,000,000	35,000,000	90,687,860	55,687,860
Revenue Subtotal	61,532,110	96,647,690	96,451,040	152,261,800	55,810,750
Prior Year Cancellations	0	3,670	0	0	0
Transfers In	0	35,333,650	33,643,820	39,821,820	6,178,000
Subtotal	0	35,337,320	33,643,820	39,821,820	6,178,000
Total Revenues/Resources	61,532,110	131,985,010	130,094,860	192,083,620	61,988,750
Expenditures/Uses					
Personnel Services	207,710	286,050	292,350	308,960	16,610
Employee Benefits	89,480	97,250	106,720	84,210	(22,510)
Other Expenses	964,590	2,232,090	2,270,910	3,333,300	1,062,390
Properties	0	0	0	0	0
Debt Service	60,941,780	90,775,000	91,775,000	151,687,680	59,912,680
Expenditures Subtotal	62,203,560	93,390,390	94,444,980	155,414,150	60,969,170
Transfers Out	0	33,961,650	31,971,820	28,341,210	(3,630,610)
Subtotal	0	33,961,650	31,971,820	28,341,210	(3,630,610)
Total Expenditures/Uses	62,203,560	127,352,040	126,416,800	183,755,360	57,338,560
Net Increase (Decrease) in Fund Balance	(671,450)	4,632,970	3,678,060	8,328,260	4,650,190
FY Beginning Balance	62,215,380	61,543,930	66,034,360	66,176,900	142,540
FY Ending Balance	61,543,930	66,176,900	69,712,420	74,505,160	4,792,740

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	1,712,150	1,700,000	1,200,000	1,500,000	300,000
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	185,190	205,000	197,900	162,500	(35,400)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	6,295,390	7,022,160	6,210,140	6,250,070	39,930
Miscellaneous	782,550	675,000	390,000	390,000	0
Revenue Subtotal	8,975,280	9,602,160	7,998,040	8,302,570	304,530
Prior Year Cancellations	97,760	11,010	0	0	0
Transfers In	166,000	0	0	0	0
Subtotal	263,760	11,010	0	0	0
Total Revenues/Resources	9,239,040	9,613,170	7,998,040	8,302,570	304,530
Expenditures/Uses					
Personnel Services	49,870	61,210	62,130	62,130	0
Employee Benefits	23,050	31,450	31,920	31,950	30
Other Expenses	7,520,220	8,584,630	8,705,660	8,513,650	(192,010)
Properties	0	0	0	0	0
Debt Service	67,600	68,800	68,800	68,800	0
Expenditures Subtotal	7,660,740	8,746,090	8,868,510	8,676,530	(191,980)
Transfers Out	1,393,440	230,000	230,000	1,030,000	800,000
Subtotal	1,393,440	230,000	230,000	1,030,000	800,000
Total Expenditures/Uses	9,054,180	8,976,090	9,098,510	9,706,530	608,020
Net Increase (Decrease) in Fund Balance	184,860	637,080	(1,100,470)	(1,403,960)	(303,490)
FY Beginning Balance	2,431,840	2,616,700	1,072,210	3,253,780	2,181,570
FY Ending Balance	2,616,700	3,253,780	(28,260)	1,849,820	1,878,080

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	43,040	25,000	25,000	25,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,045,110	2,025,000	2,025,000	2,025,000	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	2,088,150	2,050,000	2,050,000	2,050,000	0
Prior Year Cancellations	16,700	16,180	0	0	0
Transfers In	153,800	29,150	0	0	0
Subtotal	170,500	45,330	0	0	0
Total Revenues/Resources	2,258,650	2,095,330	2,050,000	2,050,000	0
Expenditures/Uses					
Personnel Services	739,170	725,260	734,230	729,980	(4,250)
Employee Benefits	229,330	283,500	303,590	305,360	1,770
Other Expenses	645,540	679,000	691,680	712,570	20,890
Properties	1,630	115,010	77,210	77,210	0
Debt Service	66,850	64,750	102,550	102,550	0
Expenditures Subtotal	1,682,520	1,867,520	1,909,260	1,927,670	18,410
Transfers Out	629,100	642,300	656,400	656,400	0
Subtotal	629,100	642,300	656,400	656,400	0
Total Expenditures/Uses	2,311,620	2,509,820	2,565,660	2,584,070	18,410
Net Increase (Decrease) in Fund Balance	(52,970)	(414,490)	(515,660)	(534,070)	(18,410)
FY Beginning Balance	2,573,210	2,520,240	1,735,570	2,105,750	370,180
FY Ending Balance	2,520,240	2,105,750	1,219,910	1,571,680	351,770

Health Services

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	7,411,130	8,333,000	8,709,200	9,656,000	946,800
Miscellaneous	0	0	0	0	0
Revenue Subtotal	7,411,130	8,333,000	8,709,200	9,656,000	946,800
Prior Year Cancellations	146,380	76,910	0	0	0
Transfers In	0	0	0	0	0
Subtotal	146,380	76,910	0	0	0
Total Revenues/Resources	7,557,510	8,409,910	8,709,200	9,656,000	946,800
Expenditures/Uses					
Personnel Services	2,500,090	3,293,470	3,331,120	4,175,090	843,970
Employee Benefits	1,040,620	1,390,410	1,482,630	1,621,190	138,560
Other Expenses	3,265,460	3,649,890	3,706,750	3,938,490	231,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	6,806,170	8,333,770	8,520,500	9,734,770	1,214,270
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	6,806,170	8,333,770	8,520,500	9,734,770	1,214,270
Net Increase (Decrease) in Fund Balance	751,340	76,140	188,700	(78,770)	(267,470)
FY Beginning Balance	875,040	1,626,380	1,269,300	1,702,520	433,220
FY Ending Balance	1,626,380	1,702,520	1,458,000	1,623,750	165,750

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	16,893,390	17,251,610	17,664,510	18,043,000	378,490
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	20,660	0	0	0	0
Charges for Services	280,400	0	0	0	0
Miscellaneous	349,470	0	0	0	0
Revenue Subtotal	17,543,920	17,251,610	17,664,510	18,043,000	378,490
Prior Year Cancellations	70,330	42,380	0	0	0
Transfers In	0	0	0	0	0
Subtotal	70,330	42,380	0	0	0
Total Revenues/Resources	17,614,250	17,293,990	17,664,510	18,043,000	378,490
Expenditures/Uses					
Personnel Services	8,160,930	8,390,260	8,479,670	8,548,250	68,580
Employee Benefits	3,423,400	3,266,620	3,664,560	3,529,330	(135,230)
Other Expenses	4,739,460	5,433,280	5,599,810	5,677,120	77,310
Properties	0	12,040	12,040	12,040	0
Debt Service	0	128,490	194,260	0	(194,260)
Expenditures Subtotal	16,323,790	17,230,690	17,950,340	17,766,740	(183,600)
Transfers Out	0	0	0	989,830	989,830
Subtotal	0	0	0	989,830	989,830
Total Expenditures/Uses	16,323,790	17,230,690	17,950,340	18,756,570	806,230
Net Increase (Decrease) in Fund Balance	1,290,460	63,300	(285,830)	(713,570)	(427,740)
FY Beginning Balance	7,327,530	8,617,990	7,859,320	8,681,290	821,970
FY Ending Balance	8,617,990	8,681,290	7,573,490	7,967,720	394,230

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	50,680,180	51,754,830	52,993,540	54,130,000	1,136,460
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	67,780	60,000	60,000	75,000	15,000
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,590	0	0	0	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	50,750,550	51,814,830	53,053,540	54,205,000	1,151,460
Prior Year Cancellations	170	11,820	0	0	0
Transfers In	0	0	0	0	0
Subtotal	170	11,820	0	0	0
Total Revenues/Resources	50,750,720	51,826,650	53,053,540	54,205,000	1,151,460
Expenditures/Uses					
Personnel Services	23,000	82,190	83,080	183,150	100,070
Employee Benefits	4,650	17,550	18,740	35,870	17,130
Other Expenses	50,338,770	51,408,270	52,430,580	53,463,390	1,032,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	50,366,420	51,508,010	52,532,400	53,682,410	1,150,010
Transfers Out	100,000	100,000	100,000	100,000	0
Subtotal	100,000	100,000	100,000	100,000	0
Total Expenditures/Uses	50,466,420	51,608,010	52,632,400	53,782,410	1,150,010
Net Increase (Decrease) in Fund Balance	284,300	218,640	421,140	422,590	1,450
FY Beginning Balance	6,002,520	6,286,820	5,608,750	6,505,460	896,710
FY Ending Balance	6,286,820	6,505,460	6,029,890	6,928,050	898,160

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	40,300	0	0	0
Courts & Use of Money & Property	280,390	1,669,200	283,200	283,200	0
Revenue from Other Agencies	1,398,600	31,700	1,412,590	1,412,590	0
Charges for Services	279,260,180	277,707,000	0	0	0
Miscellaneous	0	1,665,500	285,602,600	285,602,600	0
Revenue Subtotal	280,939,170	281,113,700	287,298,390	287,298,390	0
Prior Year Cancellations	171,330	0	173,110	173,110	0
Transfers In	0	0	0	0	0
Subtotal	171,330	0	173,110	173,110	0
Total Revenues/Resources	281,110,500	281,113,700	287,471,500	287,471,500	0
Expenditures/Uses					
Personnel Services	32,395,780	33,723,730	36,636,860	36,636,860	0
Employee Benefits	11,246,230	15,395,800	14,056,060	14,056,060	0
Other Expenses	53,105,640	64,155,610	67,300,140	67,300,140	0
Properties	3,887,670	3,414,290	3,575,290	3,575,290	0
Debt Service	102,355,830	111,226,790	125,987,080	125,987,080	0
Expenditures Subtotal	202,991,150	227,916,220	247,555,430	247,555,430	0
Transfers Out	67,026,000	60,000,000	40,000,000	40,000,000	0
Subtotal	67,026,000	60,000,000	40,000,000	40,000,000	0
Total Expenditures/Uses	270,017,150	287,916,220	287,555,430	287,555,430	0
Net Increase (Decrease) in Fund Balance	11,093,350	(6,802,520)	(83,930)	(83,930)	0
FY Beginning Balance	86,341,120	97,434,470	99,751,470	90,631,950	(9,119,520)
FY Ending Balance	97,434,470	90,631,950	99,667,540	90,548,020	(9,119,520)

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	11,630	12,000	12,000	20,000	8,000
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,645,510	5,888,000	5,888,000	5,880,000	(8,000)
Miscellaneous	12,240	1,652,920	0	0	0
Revenue Subtotal	5,669,380	7,552,920	5,900,000	5,900,000	0
Prior Year Cancellations	23,330	143,030	0	0	0
Transfers In	0	0	0	0	0
Subtotal	23,330	143,030	0	0	0
Total Revenues/Resources	5,692,710	7,695,950	5,900,000	5,900,000	0
Expenditures/Uses					
Personnel Services	183,850	273,280	277,090	245,890	(31,200)
Employee Benefits	55,180	92,540	101,790	87,700	(14,090)
Other Expenses	4,978,800	5,610,330	5,185,150	5,218,200	33,050
Properties	0	0	0	0	0
Debt Service	346,030	335,650	335,650	324,740	(10,910)
Expenditures Subtotal	5,563,860	6,311,800	5,899,680	5,876,530	(23,150)
Transfers Out	130,150	1,540,000	0	0	0
Subtotal	130,150	1,540,000	0	0	0
Total Expenditures/Uses	5,694,010	7,851,800	5,899,680	5,876,530	(23,150)
Net Increase (Decrease) in Fund Balance	(1,300)	(155,850)	320	23,470	23,150
FY Beginning Balance	917,100	915,800	759,380	759,950	570
FY Ending Balance	915,800	759,950	759,700	783,420	23,720

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	2,598,470	2,535,000	2,535,000	2,595,000	60,000
Charges for Services	8,140	0	0	0	0
Miscellaneous	44,810	0	0	0	0
Revenue Subtotal	2,651,420	2,535,000	2,535,000	2,595,000	60,000
Prior Year Cancellations	79,410	55,160	0	0	0
Transfers In	0	0	0	0	0
Subtotal	79,410	55,160	0	0	0
Total Revenues/Resources	2,730,830	2,590,160	2,535,000	2,595,000	60,000
Expenditures/Uses					
Personnel Services	1,176,620	1,256,190	1,262,910	1,263,660	750
Employee Benefits	458,370	521,390	551,390	533,360	(18,030)
Other Expenses	871,700	934,140	953,090	959,090	6,000
Properties	0	0	0	0	0
Debt Service	0	24,650	38,020	0	(38,020)
Expenditures Subtotal	2,506,690	2,736,370	2,805,410	2,756,110	(49,300)
Transfers Out	0	0	0	39,800	39,800
Subtotal	0	0	0	39,800	39,800
Total Expenditures/Uses	2,506,690	2,736,370	2,805,410	2,795,910	(9,500)
Net Increase (Decrease) in Fund Balance	224,140	(146,210)	(270,410)	(200,910)	69,500
FY Beginning Balance	717,310	941,450	402,710	795,240	392,530
FY Ending Balance	941,450	795,240	132,300	594,330	462,030

Parking System Facilities

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	141,410	79,600	53,700	107,010	53,310
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	11,172,230	10,038,080	8,598,080	9,498,340	900,260
Miscellaneous	1,330	0	0	0	0
Revenue Subtotal	11,314,970	10,117,680	8,651,780	9,605,350	953,570
Prior Year Cancellations	69,240	786,820	0	0	0
Transfers In	45,050	0	0	0	0
Subtotal	114,290	786,820	0	0	0
Total Revenues/Resources	11,429,260	10,904,500	8,651,780	9,605,350	953,570
Expenditures/Uses					
Personnel Services	1,473,230	1,876,030	1,898,650	1,983,450	84,800
Employee Benefits	708,040	864,200	916,140	864,800	(51,340)
Other Expenses	6,577,250	7,409,830	7,513,130	6,221,710	(1,291,420)
Properties	0	0	0	0	0
Debt Service	1,835,920	2,150,960	2,156,170	2,597,000	440,830
Expenditures Subtotal	10,594,440	12,301,020	12,484,090	11,666,960	(817,130)
Transfers Out	2,134,000	100,000	100,000	265,890	165,890
Subtotal	2,134,000	100,000	100,000	265,890	165,890
Total Expenditures/Uses	12,728,440	12,401,020	12,584,090	11,932,850	(651,240)
Net Increase (Decrease) in Fund Balance	(1,299,180)	(1,496,520)	(3,932,310)	(2,327,500)	1,604,810
FY Beginning Balance	8,445,010	7,145,830	5,435,470	5,649,310	213,840
FY Ending Balance	7,145,830	5,649,310	1,503,160	3,321,810	1,818,650

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	95,650	95,500	95,500	106,000	10,500
Revenue from Other Agencies	115,710	100,000	100,000	200,000	100,000
Charges for Services	3,622,710	3,496,500	3,496,500	3,544,000	47,500
Miscellaneous	6,950	8,000	8,000	50,000	42,000
Revenue Subtotal	3,841,020	3,700,000	3,700,000	3,900,000	200,000
Prior Year Cancellations	39,210	34,330	0	0	0
Transfers In	0	0	0	0	0
Subtotal	39,210	34,330	0	0	0
Total Revenues/Resources	3,880,230	3,734,330	3,700,000	3,900,000	200,000
Expenditures/Uses					
Personnel Services	2,360,430	2,926,290	2,545,610	2,851,320	305,710
Employee Benefits	295,260	423,410	249,850	276,990	27,140
Other Expenses	1,083,770	1,256,700	1,237,110	1,327,340	90,230
Properties	0	13,160	13,160	13,160	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	3,739,460	4,619,560	4,045,730	4,468,810	423,080
Transfers Out	300,000	0	0	0	0
Subtotal	300,000	0	0	0	0
Total Expenditures/Uses	4,039,460	4,619,560	4,045,730	4,468,810	423,080
Net Increase (Decrease) in Fund Balance	(159,230)	(885,230)	(345,730)	(568,810)	(223,080)
FY Beginning Balance	2,725,090	2,565,860	1,161,990	1,680,630	518,640
FY Ending Balance	2,565,860	1,680,630	816,260	1,111,820	295,560

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	57,520	23,380	23,380	20,000	(3,380)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	1,340,930	701,620	701,620	1,037,500	335,880
Miscellaneous	0	0	0	0	0
Revenue Subtotal	1,398,450	725,000	725,000	1,057,500	332,500
Prior Year Cancellations	2,330	11,100	0	0	0
Transfers In	0	0	0	0	0
Subtotal	2,330	11,100	0	0	0
Total Revenues/Resources	1,400,780	736,100	725,000	1,057,500	332,500
Expenditures/Uses					
Personnel Services	255,730	431,110	434,670	523,970	89,300
Employee Benefits	79,950	168,660	171,680	189,180	17,500
Other Expenses	344,910	546,080	559,560	748,090	188,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	680,590	1,145,850	1,165,910	1,461,240	295,330
Transfers Out	0	850,000	0	0	0
Subtotal	0	850,000	0	0	0
Total Expenditures/Uses	680,590	1,995,850	1,165,910	1,461,240	295,330
Net Increase (Decrease) in Fund Balance	720,190	(1,259,750)	(440,910)	(403,740)	37,170
FY Beginning Balance	1,698,920	2,419,110	875,610	1,159,360	283,750
FY Ending Balance	2,419,110	1,159,360	434,700	755,620	320,920

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	155,400	64,300	64,900	161,000	96,100
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	11,308,110	11,500,000	11,600,000	11,300,000	(300,000)
Miscellaneous	87,210	0	0	0	0
Revenue Subtotal	11,550,720	11,564,300	11,664,900	11,461,000	(203,900)
Prior Year Cancellations	188,080	73,730	0	0	0
Transfers In	386,640	370	0	0	0
Subtotal	574,720	74,100	0	0	0
Total Revenues/Resources	12,125,440	11,638,400	11,664,900	11,461,000	(203,900)
Expenditures/Uses					
Personnel Services	1,888,650	1,845,980	1,872,620	2,382,150	509,530
Employee Benefits	706,770	937,160	978,740	1,098,190	119,450
Other Expenses	5,894,860	6,623,420	6,719,320	7,340,740	621,420
Properties	19,240	110,000	110,000	70,000	(40,000)
Debt Service	700,490	687,760	8,340	8,530	190
Expenditures Subtotal	9,210,010	10,204,320	9,689,020	10,899,610	1,210,590
Transfers Out	1,900,000	1,725,000	700,000	0	(700,000)
Subtotal	1,900,000	1,725,000	700,000	0	(700,000)
Total Expenditures/Uses	11,110,010	11,929,320	10,389,020	10,899,610	510,590
Net Increase (Decrease) in Fund Balance	1,015,430	(290,920)	1,275,880	561,390	(714,490)
FY Beginning Balance	8,522,800	9,538,230	7,147,220	9,247,310	2,100,090
FY Ending Balance	9,538,230	9,247,310	8,423,100	9,808,700	1,385,600

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	9,600,440	9,292,920	9,292,920	9,622,510	329,590
Charges for Services	222,620	140,820	140,820	170,820	30,000
Miscellaneous	487,490	0	0	0	0
Revenue Subtotal	10,310,550	9,433,740	9,433,740	9,793,330	359,590
Prior Year Cancellations	209,980	147,710	0	0	0
Transfers In	0	0	0	0	0
Subtotal	209,980	147,710	0	0	0
Total Revenues/Resources	10,520,530	9,581,450	9,433,740	9,793,330	359,590
Expenditures/Uses					
Personnel Services	4,584,840	4,890,770	4,936,160	5,141,080	204,920
Employee Benefits	1,946,610	1,993,810	2,151,160	2,320,850	169,690
Other Expenses	3,087,320	3,087,410	3,119,130	2,718,310	(400,820)
Properties	7,270	18,390	18,390	18,390	0
Debt Service	0	58,600	76,840	0	(76,840)
Expenditures Subtotal	9,626,040	10,048,980	10,301,680	10,198,630	(103,050)
Transfers Out	0	0	0	114,650	114,650
Subtotal	0	0	0	114,650	114,650
Total Expenditures/Uses	9,626,040	10,048,980	10,301,680	10,313,280	11,600
Net Increase (Decrease) in Fund Balance	894,490	(467,530)	(867,940)	(519,950)	347,990
FY Beginning Balance	1,793,690	2,688,180	980,520	2,220,650	1,240,130
FY Ending Balance	2,688,180	2,220,650	112,580	1,700,700	1,588,120

Streetcar Operations

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	1,500,000	1,500,000
Miscellaneous	0	0	0	0	0
Revenue Subtotal	0	0	0	1,500,000	1,500,000
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	2,853,850	0	0	0
Subtotal	0	2,853,850	0	0	0
Total Revenues/Resources	0	2,853,850	0	1,500,000	1,500,000
Expenditures/Uses					
Personnel Services	0	0	0	200,000	200,000
Employee Benefits	0	0	0	56,740	56,740
Other Expenses	0	0	0	3,029,600	3,029,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	0	0	0	3,286,340	3,286,340
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	0	0	0	3,286,340	3,286,340
Net Increase (Decrease) in Fund Balance	0	2,853,850	0	(1,786,340)	(1,786,340)
FY Beginning Balance	0	0	0	2,853,850	2,853,850
FY Ending Balance	0	2,853,850	0	1,067,510	1,067,510

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 2015 Actual	FY 2016 Estimate	FY 2017 Approved	FY 2017 Recommended	Change FY 2017 Approved to FY 2017 Recommended
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	1,346,400	642,700	649,100	950,000	300,900
Revenue from Other Agencies	0	300,000	300,000	0	(300,000)
Charges for Services	141,834,840	144,500,000	143,494,700	145,794,000	2,299,300
Miscellaneous	406,810	1,382,600	1,556,200	256,000	(1,300,200)
Revenue Subtotal	143,588,050	146,825,300	146,000,000	147,000,000	1,000,000
Prior Year Cancellations	2,073,570	3,000,000	0	0	0
Transfers In	0	0	0	0	0
Subtotal	2,073,570	3,000,000	0	0	0
Total Revenues/Resources	145,661,620	149,825,300	146,000,000	147,000,000	1,000,000
Expenditures/Uses					
Personnel Services	27,992,500	29,700,000	33,257,260	33,534,060	276,800
Employee Benefits	10,902,390	11,300,000	13,696,890	13,333,890	(363,000)
Other Expenses	36,988,450	38,000,000	44,887,100	43,592,280	(1,294,820)
Properties	1,041,230	1,053,930	1,053,930	2,123,000	1,069,070
Debt Service	49,320,680	48,700,000	55,369,130	51,618,710	(3,750,420)
Expenditures Subtotal	126,245,250	128,753,930	148,264,310	144,201,940	(4,062,370)
Transfers Out	15,727,410	7,078,400	6,855,200	21,855,200	15,000,000
Subtotal	15,727,410	7,078,400	6,855,200	21,855,200	15,000,000
Total Expenditures/Uses	141,972,660	135,832,330	155,119,510	166,057,140	10,937,630
Net Increase (Decrease) in Fund Balance	3,688,960	13,992,970	(9,119,510)	(19,057,140)	(9,937,630)
FY Beginning Balance	65,739,120	69,428,080	62,025,080	83,421,050	21,395,970
FY Ending Balance	69,428,080	83,421,050	52,905,570	64,363,910	11,458,340

Section 4: Departmental Budgets

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The "All Funds Operating Budget Summary – Update" table on page 79 lists, by department and program, the Recommended FY 2017 Budget Update subtotaled by General Fund, Other Funds and All Funds. 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.*

The "Departmental Budgets" begin on page 79. Each department summary includes the following information:

Mission Statement

The mission of the department is provided.

Organizational Chart

How the department is organized.

Departmental Budget Summary

This section provides a departmental total expenditure budget table that includes the Approved FY 2016 Budget, Approved FY 2017 Budget, and the Recommended FY 2017 Budget Update as well as changes from the Approved FY 2017 Budget and the Recommended FY 2017 Budget Update. The expenditure budget is divided into General Fund and Restricted Fund categories and are summarized by one of the following major expenditure categories:

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

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

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

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

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

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

If the department or program has any Consolidated Plan Projects (CDBG), an amount will be provided for information purposes only. The Consolidated Plan budget is not included in the Recommended FY 2017 Budget Update as it approved separately.

If the department has program-specific revenue, which is revenue the department has direct responsibility for, an amount will be reflected in the Program Revenue row.

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

Department Programs

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

Program Summaries

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

Program Budget Summary

Like the Departmental Budget Summary, the Program Budget Summary provides a program total expenditure budget table that includes the Approved FY 2016 Budget, Approved FY 2017 Budget, and the Recommended FY 2017 Budget Update as well as changes from the Approved FY 2017 Budget and the Recommended FY 2017 Budget Update. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Capital Projects, Program Revenue and Total Full-time Equivalent Positions related to the program are included. Following each Program Name, one of the five Priority Goal icons will be provided to reflect which goal is most closely aligned with the program.

Adjustments to Costs to Maintain Current Budget

This section reflects any changes that have been made that are required to maintain current budget, such as inflation. 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.

On-going (or One-time) Significant Program Changes

This section reflects any changes above or below the budget. In other words, the change impacts the level of service provided in FY 2017. Changes may either be an increase or a decrease to the budget. This section includes the amount of the budget change, any FTE-related change, the fund(s) impacted by the change, as well as a brief description of the change.

FY 2017 Department Strategic Priorities

This section summarizes the strategic priorities for each department, highlighting both the milestones for success for each priority as well as data driven performance indicators that will inform the assessment process.

All Funds Operating Budget Summary - Update

		Operating Budget Summary			Staffing Plan		
Department	Program	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,180,960	0	2,180,960	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	740,070	0	740,070	9.00	0.00	9.00
Clerk of Council	Clerk of Council	716,970	0	716,970	5.84	0.00	5.84
City Manager	Retirement Division	0	0	0	0.00	10.00	10.00
	Office of the City Manager	1,433,030	0	1,433,030	12.00	0.00	12.00
	Office of Communications	728,940	0	728,940	5.50	0.00	5.50
	Office of Budget and Evaluation	1,095,260	173,950	1,269,210	11.00	0.00	11.00
	Office of Environment and Sustainability	3,256,260	170,610	3,426,870	5.00	2.00	7.00
	CIRV Administration	755,620	0	755,620	0.00	0.00	0.00
	Office of Performance and Data Analytics	651,970	0	651,970	5.00	0.00	5.00
	Emergency Communications	0	0	0	0.00	0.00	0.00
	Internal Audit	356,300	0	356,300	4.00	0.00	4.00
	Human Relations	284,000	0	284,000	1.00	0.00	1.00
	Total	8,561,380	344,560	8,905,940	43.50	12.00	55.50
Buildings & Inspections	Building Administration	888,660	6,950	895,610	6.00	0.00	6.00
	Customer Services	848,630	0	848,630	12.00	0.00	12.00
	Plan Examination	889,810	0	889,810	9.00	0.00	9.00
	Building Construction Inspections	1,881,580	67,500	1,949,080	22.00	0.00	22.00
	Plumbing Inspections	478,510	0	478,510	7.00	0.00	7.00
	Elevator Inspection	659,370	0	659,370	8.00	0.00	8.00
	Property Maintenance Code Enforcement	3,292,210	0	3,292,210	40.50	0.00	40.50
	Zoning Plan Review	691,020	0	691,020	8.00	0.00	8.00
	Total	9,629,790	74,450	9,704,240	112.50	0.00	112.50
Citizen Complaint Authority	Investigations, Research, and Evaluation	288,400	0	288,400	3.00	0.00	3.00
	Administration	361,310	0	361,310	3.00	0.00	3.00
	Internal Audit	0	0	0	0.00	0.00	0.00
	Total	649,710	0	649,710	6.00	0.00	6.00
City Planning	Land Use	376,970	0	376,970	4.00	4.00	8.00
	City Planning Administration	338,580	0	338,580	3.00	0.00	3.00
	Total	715,550	0	715,550	7.00	4.00	11.00
Community & Economic Development	Human Services	3,122,510	0	3,122,510	0.00	0.00	0.00
	Major/Special Projects Division	457,680	0	457,680	7.00	0.00	7.00
	Fiscal & Operations Division	689,350	91,760	781,110	6.00	5.00	11.00
	Oversight Monitoring Division	38,670	0	38,670	0.00	5.00	5.00
	Housing Division	912,370	59,070	971,440	1.00	12.00	13.00
	Director/Administration	924,640	0	924,640	5.00	2.00	7.00
	Economic Development Division	1,657,370	283,240	1,940,610	9.00	3.00	12.00
	Total	7,802,590	434,070	8,236,660	28.00	27.00	55.00
Enterprise Services	Duke Energy Convention Center	0	8,376,430	8,376,430	0.00	0.00	0.00
	On-Street Parking	0	3,767,900	3,767,900	0.00	29.46	29.46
	Off-Street Parking	0	6,743,430	6,743,430	0.00	9.80	9.80
	Parking Business Services	0	631,380	631,380	0.00	3.00	3.00

All Funds Operating Budget Summary - Update

Department	Program	Operating Budget Summary General Fund	Operating Budget Summary Other Funds	Operating Budget Summary All Funds	Staffing Plan General Fund	Staffing Plan Other Funds	Staffing Plan All Funds
	Total	0	19,519,140	19,519,140	0.00	42.26	42.26
Economic Inclusion	Contract Compliance	258,490	319,410	577,900	3.00	2.00	5.00
	Economic Inclusion	837,770	0	837,770	7.00	0.00	7.00
	Total	1,096,260	319,410	1,415,670	10.00	2.00	12.00
Enterprise Technology Solutions	ETS Administration	643,370	0	643,370	7.00	0.00	7.00
	CLEAR Operations	0	4,407,110	4,407,110	0.00	13.00	13.00
	CAGIS Consortium Operations	0	5,141,700	5,141,700	0.00	19.00	19.00
	CIT-E Operations	2,418,330	0	2,418,330	21.75	0.00	21.75
	CTS Operations	1,943,080	2,529,750	4,472,830	21.00	5.80	26.80
	Total	5,004,780	12,078,560	17,083,340	49.75	37.80	87.55
Finance	Administration	353,980	120,000	473,980	2.31	0.69	3.00
	Financial Reporting and Monitoring	1,321,520	794,590	2,116,110	12.65	5.35	18.00
	Payroll Preparation	153,990	0	153,990	2.00	0.00	2.00
	Debt Management	0	155,334,280	155,334,280	0.00	3.00	3.00
	Treasury Operations	1,005,900	155,170	1,161,070	7.30	0.70	8.00
	Risk Management	156,870	1,961,510	2,118,380	0.00	13.75	13.75
	Income Tax	2,914,440	0	2,914,440	31.00	0.00	31.00
	Procurement	864,410	117,020	981,430	19.00	1.00	20.00
	Printing and Stores	0	2,202,380	2,202,380	0.00	6.00	6.00
	Total	6,771,110	160,684,950	167,456,060	74.26	30.49	104.75
Fire	Financial Management and Planning	1,745,510	0	1,745,510	10.00	0.00	10.00
	Support Services	4,333,500	0	4,333,500	35.00	0.00	35.00
	Prevention and Community Education	3,860,830	0	3,860,830	22.00	0.00	22.00
	Human Resources	4,949,070	0	4,949,070	11.00	0.00	11.00
	Response	94,136,840	0	94,136,840	826.00	0.00	826.00
	Total	109,025,750	0	109,025,750	904.00	0.00	904.00
Health	Health Administration	5,623,490	1,241,460	6,864,950	44.73	10.75	55.48
	Health Centers	5,650,850	16,193,700	21,844,550	59.53	122.45	181.98
	Community Health and Environmental Services	3,433,080	3,090,380	6,523,460	47.00	27.45	74.45
	Maternal and Infant Health	1,477,620	5,323,440	6,801,060	17.00	62.42	79.42
	School & Adolescent Health	846,170	6,204,340	7,050,510	11.60	74.10	85.70
	Total	17,031,210	32,053,320	49,084,530	179.86	297.17	477.03
Human Resources	Workforce Management	743,730	289,890	1,033,620	7.10	3.00	10.10
	Employee Services	552,650	0	552,650	5.00	0.00	5.00
	Shared Services	375,700	0	375,700	4.00	0.00	4.00
	Administration	386,480	0	386,480	3.00	0.00	3.00
	Total	2,058,560	289,890	2,348,450	19.10	3.00	22.10
Law	Administration	525,030	0	525,030	4.00	0.00	4.00
	Civil Litigation	1,593,740	45,000	1,638,740	19.20	0.00	19.20
	Administrative Hearings	390,990	0	390,990	4.00	0.00	4.00
	Community Prosecution	122,850	0	122,850	1.00	0.00	1.00
	Economic and Community Development	675,830	296,910	972,740	9.00	3.00	12.00
	General Counsel	846,820	0	846,820	8.00	0.00	8.00
	Labor and Employment	418,530	0	418,530	3.00	0.00	3.00

All Funds Operating Budget Summary - Update

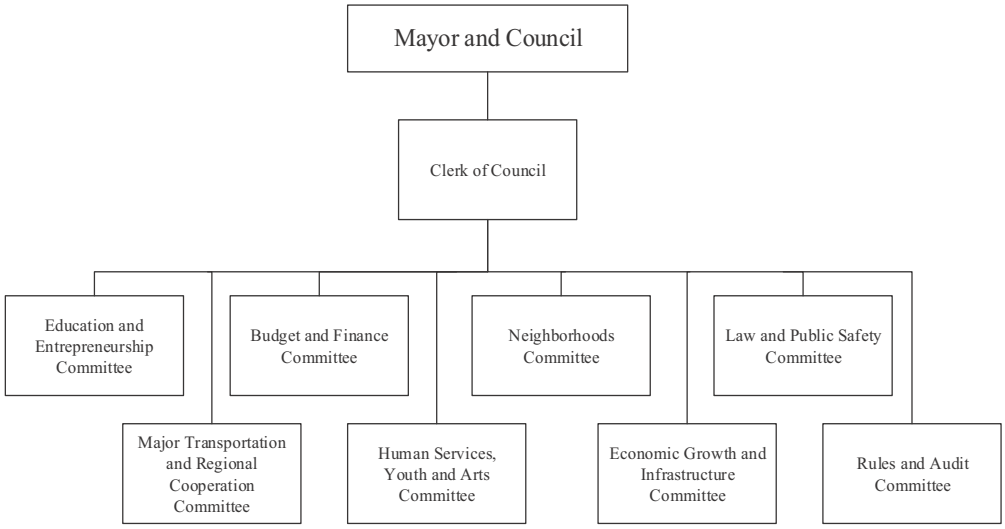
		Operating Budget Summary			Staffing Plan		
Department	Program	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Prosecution	2,169,750	0	2,169,750	24.00	0.00	24.00
	Property Management and Real Estate	0	452,740	452,740	0.00	6.00	6.00
	Total	6,743,540	794,650	7,538,190	72.20	9.00	81.20
Parks	Director's Office	228,740	0	228,740	2.00	0.00	2.00
	Operations & Facility Management	6,025,710	5,004,760	11,030,470	125.15	52.60	177.75
	Urban Forestry	0	1,895,930	1,895,930	0.00	8.50	8.50
	Planning & Design	59,190	0	59,190	6.50	0.00	6.50
	Financial & Business Services	1,238,450	160,560	1,399,010	8.00	2.00	10.00
	Krohn Conservatory	317,540	846,120	1,163,660	7.50	7.00	14.50
	Explore Nature	468,200	185,550	653,750	11.90	3.30	15.20
	Facility Maintenance	168,160	0	168,160	7.00	0.00	7.00
	Customer Service	269,920	199,690	469,610	3.00	0.00	3.00
	Total	8,775,910	8,292,610	17,068,520	171.05	73.40	244.45
Police	Emergency Communications Center	8,814,950	1,276,000	10,090,950	116.00	0.00	116.00
	Neighborhood Policing	91,576,570	789,000	92,365,570	754.73	0.00	754.73
	Special Operations	8,196,690	0	8,196,690	119.00	0.00	119.00
	Special Investigations	13,573,200	0	13,573,200	143.00	0.00	143.00
	Operations Support	9,039,960	0	9,039,960	117.00	0.00	117.00
	Personnel Training and Support	4,453,400	0	4,453,400	43.00	0.00	43.00
	Technology Support	2,780,650	0	2,780,650	24.00	0.00	24.00
	General Administration and Support	5,544,290	0	5,544,290	45.00	0.00	45.00
	Total	143,979,710	2,065,000	146,044,710	1,361.73	0.00	1,361.73
Public Services	Fleet Services	140,680	17,203,990	17,344,670	2.00	69.00	71.00
	Winter Maintenance	1,216,350	54,310	1,270,660	0.00	0.00	0.00
	Director's Office	947,910	197,150	1,145,060	9.00	1.00	10.00
	Special Operations	726,120	475,690	1,201,810	3.00	6.00	9.00
	Traffic Control, Pavement & Structure Maint.	96,320	11,904,270	12,000,590	0.00	152.00	152.00
	Residential Collections	11,568,940	46,770	11,615,710	114.00	0.00	114.00
	Right of Way Maintenance	1,521,970	5,093,870	6,615,840	15.00	49.00	64.00
	Property Management	2,482,870	3,307,900	5,790,770	1.00	28.00	29.00
	Total	18,701,160	38,283,950	56,985,110	144.00	305.00	449.00
Recreation	Support Services	1,772,220	547,590	2,319,810	29.61	3.66	33.27
	West Region Community Center Operations	2,660,180	848,670	3,508,850	40.61	26.02	66.63
	East Region Community Center Operations	2,062,540	1,108,100	3,170,640	30.74	34.93	65.67
	Central Region Community Center Operations	2,583,410	978,020	3,561,430	42.03	27.98	70.01
	Therapeutic Recreation	728,190	167,110	895,300	14.50	1.00	15.50
	Seniors	297,170	284,900	582,070	3.39	5.23	8.62
	Maintenance	3,799,380	985,410	4,784,790	64.35	4.00	68.35
	Golf	0	5,711,680	5,711,680	0.00	2.00	2.00
	Athletics	351,950	667,840	1,019,790	3.62	6.91	10.53
	Aquatics	1,431,850	495,820	1,927,670	49.87	1.98	51.85
	Total	15,686,890	11,795,140	27,482,030	278.72	113.71	392.43

All Funds Operating Budget Summary - Update

		Operating Budget Summary			Staffing Plan		
Department	Program	General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Sewers	Office of the Director/Administration	0	14,331,370	14,331,370	0.00	65.00	65.00
	Wastewater Engineering	0	134,222,670	134,222,670	0.00	138.00	138.00
	Information Technology	0	6,221,330	6,221,330	0.00	25.00	25.00
	Wastewater Treatment	0	47,067,660	47,067,660	0.00	256.00	256.00
	Wastewater Collection	0	19,700,950	19,700,950	0.00	165.00	165.00
	Industrial Waste	0	6,760,860	6,760,860	0.00	68.00	68.00
	Sewer Backup Response Program	0	12,775,300	12,775,300	0.00	23.00	23.00
	Total	0	241,080,140	241,080,140	0.00	740.00	740.00
Stormwater Management	Stormwater - Admin. & Financial Management	0	907,720	907,720	0.00	3.00	3.00
	Stormwater - Engineering	0	1,849,620	1,849,620	0.00	12.00	12.00
	Stormwater - Operations & Maintenance	0	4,933,180	4,933,180	0.00	10.00	10.00
	Total	0	7,690,520	7,690,520	0.00	25.00	25.00
Transportation & Engineering	Director's Office	554,770	872,530	1,427,300	9.00	10.00	19.00
	Transportation Planning and Urban Design	49,490	472,410	521,900	1.00	15.05	16.05
	Engineering	284,590	2,088,600	2,373,190	9.00	87.85	96.85
	Traffic Engineering	2,433,250	2,500,860	4,934,110	1.00	27.80	28.80
	General Aviation	0	1,834,290	1,834,290	0.00	13.00	13.00
	Total	3,322,100	7,768,690	11,090,790	20.00	153.70	173.70
Water Works	Departmental Support Services	0	71,065,070	71,065,070	0.00	124.40	124.40
	Commercial Services	0	7,966,310	7,966,310	0.00	59.15	59.15
	Supply	0	25,995,530	25,995,530	0.00	137.00	137.00
	Distribution	0	19,879,290	19,879,290	0.00	170.00	170.00
	Water Quality Science & Treatment	0	9,312,680	9,312,680	0.00	40.92	40.92
	Engineering	0	6,039,570	6,039,570	0.00	87.46	87.46
	Total	0	140,258,450	140,258,450	0.00	618.93	618.93

City Council

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,507,260	1,496,640	1,517,000	20,360
Employee Benefits	577,060	600,000	614,460	14,460
Other Expenses	52,380	53,190	49,500	(3,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,136,700	2,149,830	2,180,960	31,130
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	2,136,700	2,149,830	2,180,960	31,130
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00

Department Programs

1. City Councilmembers

Program Summaries

Program 1: City Councilmembers

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

Program Budget Summary

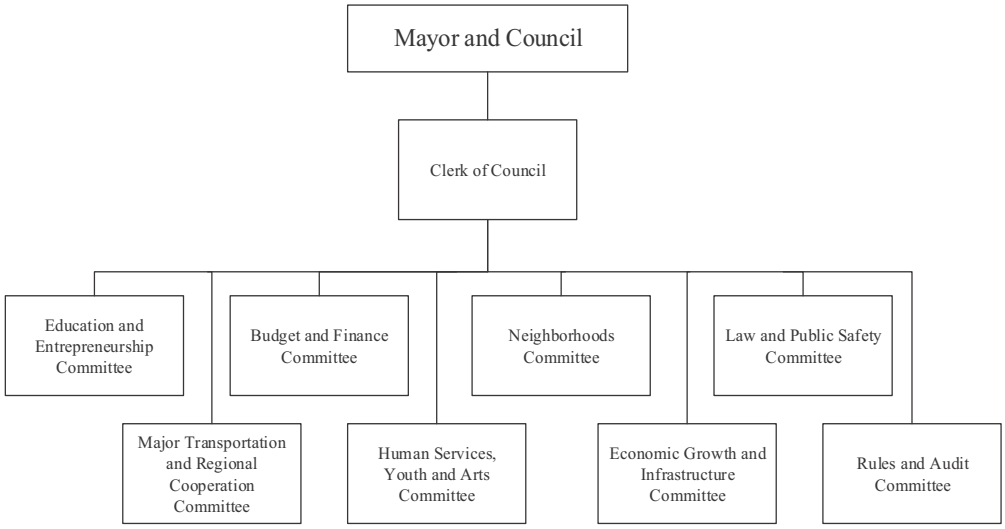
	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,507,260	1,496,640	1,517,000	20,360
Employee Benefits	577,060	600,000	614,460	14,460
Other Expenses	52,380	53,190	49,500	(3,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,136,700	2,149,830	2,180,960	31,130
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	2,136,700	2,149,830	2,180,960	31,130
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
31,130	0.00	All Funds	This program reflects a General Fund increase, which is primarily due to a slight increase in personnel and benefit costs, which are partially offset by a decrease in other expenses.

Office of the Mayor

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	573,390	570,050	570,210	160
Employee Benefits	133,130	148,280	152,850	4,570
Other Expenses	18,970	16,500	17,010	510
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	725,490	734,830	740,070	5,240
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	725,490	734,830	740,070	5,240
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00

Department Programs

1. Office of the Mayor

Program Summaries

Program 1: Office of the Mayor

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

Program Budget Summary

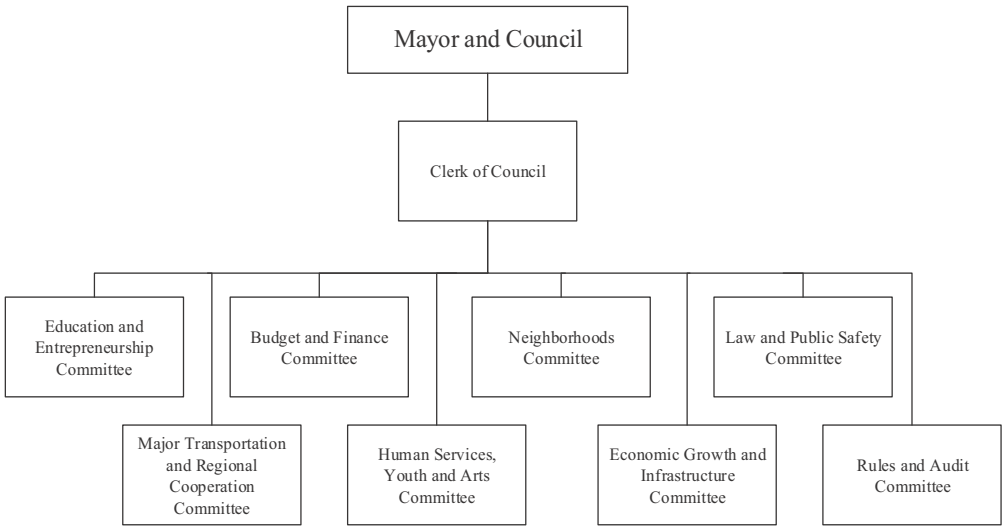
	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	573,390	570,050	570,210	160
Employee Benefits	133,130	148,280	152,850	4,570
Other Expenses	18,970	16,500	17,010	510
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	725,490	734,830	740,070	5,240
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	725,490	734,830	740,070	5,240
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,240	0.00	All Funds	This program represents an overall slight increase in benefit costs.

Clerk of Council

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	374,590	369,590	346,050	(23,540)
Employee Benefits	109,210	116,700	116,150	(550)
Other Expenses	258,280	262,630	254,770	(7,860)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	742,080	748,920	716,970	(31,950)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	742,080	748,920	716,970	(31,950)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.84	5.84	5.84	0.00

Department Programs

1. Clerk of Council

Program Summaries

Program 1: Clerk of Council

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

Program Budget Summary

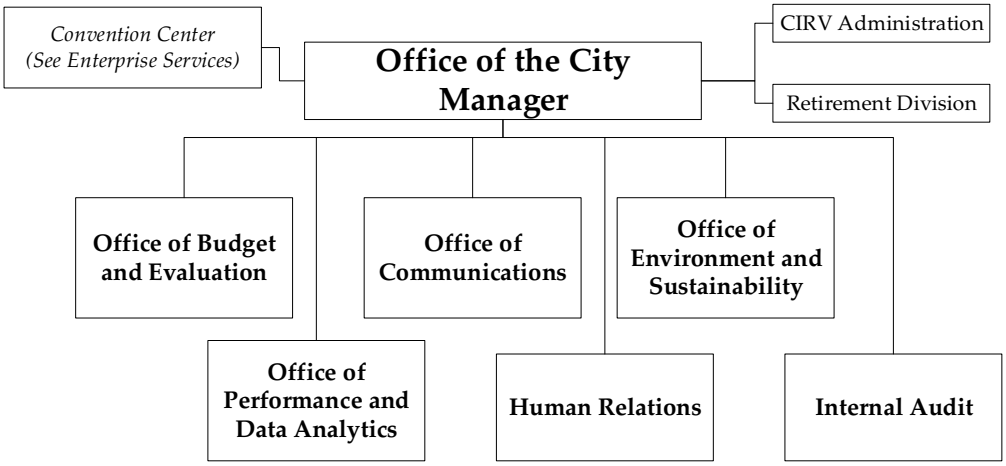
	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	374,590	369,590	346,050	(23,540)
Employee Benefits	109,210	116,700	116,150	(550)
Other Expenses	258,280	262,630	254,770	(7,860)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	742,080	748,920	716,970	(31,950)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	742,080	748,920	716,970	(31,950)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.84	5.84	5.84	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(31,950)	0.00	All Funds	This program reflects a General Fund decrease. The primary cause of the reduction relates to removing reimbursements from the Personnel Services budget. Data Processing by ETS in the Other Expenses category is also reduced. To eliminate the need for internal invoicing for General Fund expenses, the budget is included in the Department of Enterprise Services' budget.

City Manager

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	8,453,140	8,603,970	3,367,560	(5,236,410)
Employee Benefits	2,495,710	2,722,390	917,300	(1,805,090)
Other Expenses	4,654,120	4,590,140	4,276,520	(313,620)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	15,602,970	15,916,500	8,561,380	(7,355,120)
Operating Budget Restricted				
Personnel Services	1,896,510	1,814,370	105,660	(1,708,710)
Employee Benefits	873,840	834,730	43,180	(791,550)
Other Expenses	469,520	478,580	25,110	(453,470)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,239,870	3,127,680	173,950	(2,953,730)
Internal Service Funds	188,600	196,270	170,610	(25,660)
Total	19,031,440	19,240,450	8,905,940	(10,334,510)
Consolidated Plan Projects (CDBG)	26,190	26,290	26,170	(130)
Program Revenue	4,710,000	4,710,000	3,900,000	(810,000)
Total Full-time Equivalent Positions	180.50	180.50	55.50	(125.00)

Department Programs

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

Program Summaries

Program 1: Retirement Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	The Operating Budget for the Retirement Division program is developed separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the FTE of the Division are reflected here.

Program 2: Office of the City Manager

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	973,330	983,820	1,062,940	79,120
Employee Benefits	192,990	214,610	215,470	860
Other Expenses	269,600	91,260	154,620	63,360
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,435,920	1,289,690	1,433,030	143,340
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	1,435,920	1,289,690	1,433,030	143,340
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
62,440	0.00	All Funds	This program reflects a increase due to the restoration of one-time cuts in FY 2016.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
60,910	0.00	General Fund	This increase represents personnel costs adjustments related to the end of reimbursable projects to which staff time can be charged.
20,000	0.00	General Fund	This increase represents funding for the City of Cincinnati's continued membership in the Ohio Municipal League.

Program 3: Office of Communications

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	351,230	349,880	355,200	5,320
Employee Benefits	112,150	122,620	123,750	1,130
Other Expenses	260,190	262,800	249,990	(12,810)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	723,570	735,300	728,940	(6,360)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	76,430	77,880	0	(77,880)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	76,430	77,880	0	(77,880)
Internal Service Funds	0	0	0	0
Total	800,000	813,180	728,940	(84,240)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,800,000	2,800,000	2,800,000	0
Total Full-time Equivalent Positions	5.50	5.50	5.50	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(36,210)	0.00	All Funds	This program reflects an decrease due to the expiration of non-appropriated funding sources for special events.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(8,030)	0.00	General Fund	This reduction represents a decrease to contractual services related to community engagement.
(40,000)	0.00	General Fund	This reduction represents position vacancy allowance (PVA) for holding a part-time video production position vacant in FY 2017.

Program 4: Office of Budget and Evaluation

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	707,260	724,560	737,850	13,290
Employee Benefits	174,790	194,160	200,000	5,840
Other Expenses	161,800	164,570	157,410	(7,160)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,043,850	1,083,290	1,095,260	11,970
Operating Budget Restricted				
Personnel Services	105,660	105,660	105,660	0
Employee Benefits	49,750	49,750	43,180	(6,570)
Other Expenses	24,830	25,770	25,110	(660)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	180,240	181,180	173,950	(7,230)
Internal Service Funds	0	0	0	0
Total	1,224,090	1,264,470	1,269,210	4,740
Consolidated Plan Projects (CDBG)	26,190	26,290	26,170	(130)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	11.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
82,200	0.00	All Funds	This program reflects an increase due to one-time reductions in the approved FY 2016 Budget being restored in FY 2017 and increased salary and benefit costs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(77,460)	(1.00)	General Fund	Transfer Supervising Management Analyst (SMA) position from the Office of Budget and Evaluation to the Enterprise Technology Services (ETS) Department to support the Cincinnati Budget System (CBS). Anticipated start date 08/28/2016.

Program 5: Office of Environment and Sustainability

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	314,300	351,930	375,720	23,790
Employee Benefits	116,470	142,220	126,130	(16,090)
Other Expenses	2,771,290	2,874,080	2,754,410	(119,670)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,202,060	3,368,230	3,256,260	(111,970)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	188,600	196,270	170,610	(25,660)
Total	3,390,660	3,564,500	3,426,870	(137,630)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	510,000	510,000	1,100,000	590,000
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
12,430	0.00	All Funds	This program reflects an all funds increase due to the restoration of one time reductions in FY 2016, which include position vacancy allowance (salaries and benefits) and a reduction to the City's recycling expenses.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(83,400)	0.00	General Fund	This reduction represents a decrease in costs related to recycling carts and fuel surcharges for the recycling program.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
9,000	0.00	General Fund	This increase represents payments made to contractors for reports related to energy efficiency projects.

Program 6: CIRV Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	20,280	22,830	23,320	490
Employee Benefits	9,000	10,670	10,900	230
Other Expenses	718,780	721,290	721,400	110
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	748,060	754,790	755,620	830
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	748,060	754,790	755,620	830
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
830	0.00	All Funds	This program reflects a slight increase due to standard personnel cost increases.

Program 7: Office of Performance and Data Analytics

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	232,070	230,800	471,730	240,930
Employee Benefits	69,120	75,180	123,340	48,160
Other Expenses	88,750	85,970	56,900	(29,070)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	389,940	391,950	651,970	260,020
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	389,940	391,950	651,970	260,020
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	5.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
283,670	2.00	All Funds	This program reflects an increase due to the additional of 2.0 FTE during FY 2016, which included a Data Scientist and an Information Technology Manager.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(23,650)	0.00	General Fund	This reduction represents a decrease to expert services related to meeting facilitation requests.

Program 8: Emergency Communications

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	5,854,670	5,940,150	0	(5,940,150)
Employee Benefits	1,821,190	1,962,930	0	(1,962,930)
Other Expenses	383,710	390,170	0	(390,170)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	8,059,570	8,293,250	0	(8,293,250)
Operating Budget Restricted				
Personnel Services	1,790,850	1,708,710	0	(1,708,710)
Employee Benefits	824,090	784,980	0	(784,980)
Other Expenses	368,260	374,930	0	(374,930)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,983,200	2,868,620	0	(2,868,620)
Internal Service Funds	0	0	0	0
Total	11,042,770	11,161,870	0	(11,161,870)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,400,000	1,400,000	0	(1,400,000)
Total Full-time Equivalent Positions	131.00	131.00	0.00	(131.00)

Program 9: Internal Audit

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	259,540	259,540
Employee Benefits	0	0	89,970	89,970
Other Expenses	0	0	6,790	6,790
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	356,300	356,300
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	356,300	356,300
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	4.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
356,300	4.00	All Funds	This program reflects an all funds increase due to the transfer of the Internal Audit program to the City Manager's Office. The increase in FTE reflects the transfer of Internal Audit personnel from the Department of Citizen Complaint Authority to the City Manager's Office.

Program 10: Human Relations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	81,260	81,260
Employee Benefits	0	0	27,740	27,740
Other Expenses	0	0	175,000	175,000
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	284,000	284,000
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	284,000	284,000
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	1.00	1.00

On-Going Significant Program Changes

Budget	FTE	Fund	Description
175,000	0.00	General Fund	This increase represents a transfer of funding related to the Cincinnati Human Relations Commission (CHRC) from the Department of Community and Economic Development to the City Manager's Office.
109,000	1.00	General Fund	This increase represents the addition of a Division Manager position to serve as the supervisor for the Human Relations program.

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Fiscal Sustainability and Strategic Investment

Structurally Balanced Budget and Financial Sustainability. Develop a structurally balanced budget and develop processes to sustainably ensure sound financial condition in future years. Monitor departments' operating budgets and identify any overages or underages for all funds. Keep councilmembers and mayor informed of current budget issues for fiscal year.

Milestones for Success:

- Budget/Financial Policy drafted
- Monthly monitoring reports submitted to Council from September to March
- Final Adjustment Ordinance passed by May of current fiscal year

Performance Indicators:

- Number of Monitoring Reports submitted to City Council
- Number of Monitoring Reports submitted to Budget Stat
- City Manager's Recommended Budget Structurally Balanced

Remaining Components of Federal Consent Decree. Finish implementing the remaining components that came out of the federal consent decree.

Milestones for Success:

- DROP is implemented
- New CRS Board of Trustees is in place;
- Poverty COLA Exception process is in place
- Attorneys fees are being collected from "Active Class" retiree pension paymentss

Top 10%ile for Investment Performance. The CRS Board of Trustees strives to be in the top 10th %tile of actual investment performance compared to its peer universe.

Milestones for Success:

- CRS investment performance ranking is in the top 10th %tile of its peer universe.

Performance Indicators

- Percentile ranking as of each calendar quarter

Enhance Energy Management. 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 CFS to pay utility bills electronically. Data will be utilized to drive energy management decisions.

Milestones for Success:

- Publish an RFP for an energy management solution.
- Review proposals and select a product.
- Contract for use of the selected product.
- Install and test the selected product.
- Complete a pilot implementation.
- Complete full implementation.

Performance Indicators:

- Late Charges
- Average time to pay
- % of bill anomalies identified and addressed within 30 days

Innovative Government

Pension Benefit Automation. CRS to develop and implement the capabilities to allow active members to automatically calculate pension benefit estimates.

Milestones for Success:

- Pension estimate calculator is accessible and functional by 12/31/16

Thriving and Healthy Neighborhoods

Achieving and Sustaining Environmental Resiliency. Through the Implementation of the Green Cincinnati Plan, help assure a great quality of life for Cincinnatians as the world's population soars toward 9 billion, it is essential to minimize wastefulness, maximize reliance on resources that replenish themselves, and prepare for the challenges of a more hostile climate.

Milestones for Success:

- Develop a dashboard report to track Green Cincinnati Plan implementation.
- Update the dashboard report at least quarterly.

- Progressively increase the number of GCP recommendations that are complete or proceeding on schedule.

Performance Indicators

- # of recommendations complete or on schedule
- GHG emission reduction for City Gov't
- GHG emission reduction for community

Promote Urban Agriculture and Local Food. Expand the production, distribution and consumption of healthy, sustainable and local food in Cincinnati by supporting the Urban Agriculture program, the Food Policy Council, and the Local Food Advocate.

Milestones for Success:

- Renew and extend leases for garden sites
- Select "Good Food Fund" and "Good Food Fellow" recipients.
- Track and report accomplishments of Good Food Fund and Good Food Fellow recipients.
- Assist local garden sites through CGC contract
- Hold Food Summit

Performance Indicators

- # of City owned sites in garden/agricultural use

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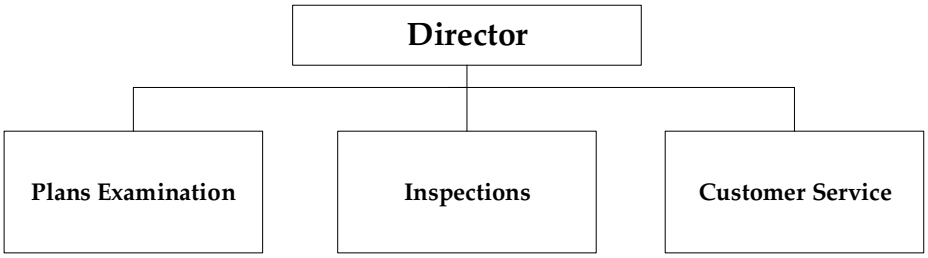
Buildings & Inspections

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	5,066,270	5,117,770	5,991,390	873,620
Employee Benefits	1,758,470	2,201,170	2,316,170	115,000
Other Expenses	625,120	632,470	1,322,230	689,760
Properties	0	0	0	0
Debt Service	70,140	68,670	0	(68,670)
Operating Total	7,520,000	8,020,080	9,629,790	1,609,710
Operating Budget Restricted				
Personnel Services	46,000	46,000	46,000	0
Employee Benefits	21,500	21,500	21,500	0
Other Expenses	6,820	6,950	6,950	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	74,320	74,450	74,450	0
Internal Service Funds	0	0	0	0
Total	7,594,320	8,094,530	9,704,240	1,609,710
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,363,000	7,363,000	9,408,000	2,045,000
Total Full-time Equivalent Positions	99.50	99.50	112.50	13.00

Department Programs

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

Program Summaries

Program 1: Building Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	497,150	495,130	518,330	23,200
Employee Benefits	135,680	146,710	177,390	30,680
Other Expenses	196,690	198,690	192,940	(5,750)
Properties	0	0	0	0
Debt Service	70,140	68,670	0	(68,670)
Operating Total	899,660	909,200	888,660	(20,540)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	6,820	6,950	6,950	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,820	6,950	6,950	0
Internal Service Funds	0	0	0	0
Total	906,480	916,150	895,610	(20,540)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	6.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(25,960)	(1.00)	All Funds	This program shows an overall decrease due to the internal realignment of existing staff to other programs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
5,420	0.00	General Fund	This increase represents an adjustment for CAGIS related fees incurred by the department.

Program 2: Customer Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	488,200	486,800	570,490	83,690
Employee Benefits	175,410	187,550	204,810	17,260
Other Expenses	55,160	55,740	73,330	17,590
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	718,770	730,090	848,630	118,540
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	718,770	730,090	848,630	118,540
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,705,000	1,705,000	2,205,000	500,000
Total Full-time Equivalent Positions	10.00	10.00	12.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(35,240)	0.00	All Funds	This decrease to the base budget is due to the internal realignment of non-personnel expenses to the appropriate program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
128,880	2.00	General Fund	This increase represents an enhancement to the prescreening process and upgrade of staff related to the intake of plan submissions. The additional 2.0 FTE would include a City Planning Technician 3 and municipal workers.
24,900	0.00	General Fund	This increase represents an adjustment related to increased credit card fees paid by the department due to an increased amount of transactions.

Program 3: Plan Examination

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	565,380	564,230	654,580	90,350
Employee Benefits	175,320	187,780	197,590	9,810
Other Expenses	21,880	22,290	37,640	15,350
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	762,580	774,300	889,810	115,510
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	762,580	774,300	889,810	115,510
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	9.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
42,490	0.00	All Funds	This program shows an overall increase due to the internal realignment of non-personnel expenses to the appropriate program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
73,030	1.00	General Fund	This increase represents an additional Senior Plans Examiner position in order to improve the overall efficiency of the review process.

Program 4: Building Construction Inspections

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,210,390	1,246,420	1,232,010	(14,410)
Employee Benefits	454,160	516,830	523,350	6,520
Other Expenses	106,510	108,260	126,220	17,960
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,771,060	1,871,510	1,881,580	10,070
Operating Budget Restricted				
Personnel Services	46,000	46,000	46,000	0
Employee Benefits	21,500	21,500	21,500	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	67,500	67,500	67,500	0
Internal Service Funds	0	0	0	0
Total	1,838,560	1,939,010	1,949,080	10,070
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	4,465,000	4,465,000	6,338,000	1,873,000
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(12,510)	0.00	All Funds	This decrease represents a the slightly lower salaries of the employees presently within the program due to internal reorganization.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
22,580	0.00	General Fund	This increase represents a budget adjustment to compensate for recent staff changes within the program.

Program 5: Plumbing Inspections

Description: This program performs all new construction plumbing inspections.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	306,090	301,100	307,030	5,930
Employee Benefits	122,710	127,050	140,650	13,600
Other Expenses	29,970	30,580	30,830	250
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	458,770	458,730	478,510	19,780
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	458,770	458,730	478,510	19,780
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	543,000	543,000	65,000	(478,000)
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(45,320)	(1.00)	All Funds	This program shows an overall decrease due to the internal realignment of existing staff to other programs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
65,110	1.00	General Fund	This increase represents an additional Plumbing Inspector so as to increase the inspection capacity of the plumbing section.

Program 6: Elevator Inspection

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	413,990	408,620	442,120	33,500
Employee Benefits	151,490	157,880	183,620	25,740
Other Expenses	29,910	30,450	33,630	3,180
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	595,390	596,950	659,370	62,420
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	595,390	596,950	659,370	62,420
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	650,000	650,000	800,000	150,000
Total Full-time Equivalent Positions	7.00	7.00	8.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,740	0.00	All Funds	This program shows a slight overall increase due to standard non-personnel increases.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
60,680	1.00	General Fund	This increase represents an additional Elevator Inspector, so as to increase the capacity of the elevator inspection program which will reduce the potential for safety hazards.

Program 7: Property Maintenance Code Enforcement

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,271,600	1,301,740	1,779,270	477,530
Employee Benefits	426,840	748,800	713,620	(35,180)
Other Expenses	157,500	160,030	799,320	639,290
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,855,940	2,210,570	3,292,210	1,081,640
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	1,855,940	2,210,570	3,292,210	1,081,640
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	33.50	33.50	40.50	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(53,040)	(1.00)	All Funds	This decrease to the base budget is due to the internal realignment of 1.0 FTE to a different program within the department.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
15,410	0.00	General Fund	This increase represents an increase in CAGIS fees due to department reorganization.
364,080	6.00	General Fund	This increase represents adding 6.0 FTE to implement a Residential Rental Inspection Program. The program will be aimed at preventing illegal dwelling units and over-crowding.
75,000	0.00	General Fund	This increase represents funding to provide a temporary relocation program for tenants of unsafe housing.
65,110	1.00	General Fund	This increase represents an FTE increase to create a community prosecution team pilot program.
65,110	1.00	General Fund	This increase represents an additional FTE that will be utilized for continued enforcement of conditions imposed during Zoning and Planning Commission Hearings.
500,000	0.00	General Fund	This increase represents funding to develop a strategic enforcement and economic development program (SEED).
50,000	0.00	General Fund	This increase represents creating an enhanced landlord training program.

Program 8: Zoning Plan Review

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	313,470	313,730	487,560	173,830
Employee Benefits	116,860	128,570	175,140	46,570
Other Expenses	27,500	26,430	28,320	1,890
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	457,830	468,730	691,020	222,290
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	457,830	468,730	691,020	222,290
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.00	5.00	8.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
163,550	2.00	All Funds	This program shows an overall increase due to the internal realignment of existing staff to this program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
58,740	1.00	General Fund	This increase represents the establishment of a small business facilitator function. The facilitator will steer small businesses thru regulatory process and assist with programs.

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Growing Economy

Walk Through Plan Review Program. The goal of the Walk-Through Plan Review Program is to increase the number of projects reviewed through a same day service approach to 25% of the total projects reviewed by the Department of Buildings & Inspections. Through this approach most small projects will receive same day service, will benefit from the assistance of the small business facilitator to guide them through the multi-agency process. In addition this will provide additional capacity in the system to allow larger projects to have a more timely review.

Milestones for Success:

- Hire walk-through plan examiner and small business facilitator
- Develop size and use limitations for program
- Implement physical changes to space to accommodate program
- Develop Permits Plus system support for program
- Advertise program to industry
- Train staff
- Measure success

Performance Indicators:

- # of plans reviewed through walk-through program
- % of total plans reviewed
- % of permits issued same day that are walk-through

Enhanced Pre-Development Process. The goal of the Pre-Development Process is to assemble a holistic review of regulatory needs to achieve a successful commercial development project within the City of Cincinnati prior to applicants' submission of formal permit submittals. This function would make it a strategic priority of Buildings & Inspections to convene the key regulatory decision makers in the development review process to: establish a consensus opinion on the viability of a project, provide written feedback to articulate City consensus opinions, and offer necessary solutions to allow a successful development of development plans. This process will also include Follow through with post-meeting project management to insure deliverables and commitments made by the City are executed in an expeditious manner consistent with agreed upon commitments.

Milestones for Success:

- Establish a goal of hosting an initial review meeting within 20 business days of submission of a perfected request.
- Facilitate, through Zoning Administration, the dissemination of materials, meeting coordination and synthesis of recommendations of the project regulatory team.

- Utilize ProjectDocs/Permits Plus to store materials for intradepartmental review and collaboration.

- Integrate Community and Economic Development into the process to assess priority value of projects and introduce its format for incentive requests.

- Institutionalize a protocol where regulatory departments prepare recommendations and come to prioritized "City" consensus recommendations prior to meeting with the applicant.

- Articulate "fatal flaws" with the development request and to illustrate appropriate solutions as available and allowable.

- Deliver a finalized "City recommendation" to the client as a written summary within 5 business days of the scheduled meeting.

- Coordinate, through Zoning Administration, follow-up action items to insure timely delivery on behalf of the city on key deliverables necessary to execute the recommendations.

Performance Indicators

- Projects receiving Pre-Development Review would not be rejected on their initial building permit review for a "fatal flaw" from any review agency 90% of the time.

- Projects receiving Pre-Development Review would be approved for building permits by all review agencies within two submissions 90% of the time

Thriving and Healthy Neighborhoods

Residential Rental Inspection Program (RRI). The goal of RRI Program is to improve the quality of housing stock within defined inspection districts through a systematic inspection of the interior of dwelling units that are non-owner occupied. In the first 12 months after ordinance adoption, all eligible dwelling units will be inspected for compliance with building and housing code requirements. Well maintained buildings will receive a 4 year certificate and all others will receive a 1 year certificate.

Milestones for Success:

- Create Draft Ordinance

- Conduct outreach to effected neighborhoods, university, and landlord associations

- Upon passage, send notifications to property owned with FAQ's, application, and self-inspection checklist

- Hire authorized inspectors

- Schedule all properties for inspection

- Perform inspections

- Estimate 2nd year staffing levels based on percentage of 4 year certificates issued

Performance Indicators

- Dwelling Units Inspected
- Reduction in Complaints
- # of Violations Discovered
- # of Illegal Units Discovered

Façade Safety Program. The goal of the Façade Safety Program is to prevent accidents associated with loose or defective portions of façades of tall buildings that dislodge, fall, and cause serious injury or fatality.

Milestones for Success:

- Create Draft Ordinance
- Conduct outreach to building owners affected by the ordinance
- Upon passage of enabling legislation, notify the owners of requirements, provide a Critical Façade Inspection Report template, instructions and FAQ on how to comply, conduct an informational seminar for those subject to the ordinance
- Process the reports and façade safety applications
- Conduct enforcement to ensure compliance with the provisions of the ordinance and necessary corrections to protect public safety

Performance Indicators

- Number of Façade Critical Evaluation Reports received and timeframe of receipt
- Number of reports with violations, and with no violations
- Number of violations corrected during the grace period
- Number of violations corrected requiring enforcement
- Overall percentage of buildings in full compliance with the ordinance

Innovative Government

Quality Control Program. Purpose of this program is to develop an evaluation tool to monitor the quality of the work product for all functional workgroups. Functionally this will be a sampling process to evaluate

every employees decision making, adherence to departmental rules and procedures and quantity of work performed. This will drive changes in procedures, resources and training.

Milestones for Success:

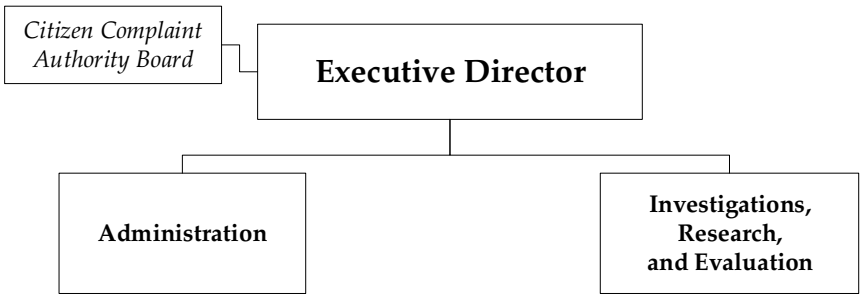
- Allocate resources to perform quality reviews for each section
- Develop forms, by section, to document review findings
- Meet with staff, by section, to walk through process
- Develop process to randomly select review day for each employee per quarter
- Develop template for post review discussion with employee
- Develop quarterly assessment tool by section for refining training and procedures

Performance Indicators

- Number of QC reviews performed
- % of QC reviews without issue
- Number of policies created/changed
- % change in Quantity/Quality

Citizen Complaint Authority

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	596,500	601,980	470,620	(131,360)
Employee Benefits	203,870	224,330	157,330	(67,000)
Other Expenses	57,490	43,650	21,760	(21,890)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	857,860	869,960	649,710	(220,250)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	857,860	869,960	649,710	(220,250)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	6.00	(3.00)

Department Programs

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

Program Summaries

Program 1: Investigations, Research, and Evaluation

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	122,900	122,320	202,030	79,710
Employee Benefits	45,800	50,620	76,230	25,610
Other Expenses	39,540	25,420	10,140	(15,280)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	208,240	198,360	288,400	90,040
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	208,240	198,360	288,400	90,040
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	3.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
23,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in the salary of the Chief Investigator position.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
66,720	1.00	General Fund	This represents the addition of 1.0 FTE investigator in the Citizen Complaint Authority.

Program 2: Administration

Description: To provide administrative support to the investigative staff.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	210,380	214,370	268,590	54,220
Employee Benefits	70,450	77,130	81,100	3,970
Other Expenses	9,970	10,120	11,620	1,500
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	290,800	301,620	361,310	59,690
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	290,800	301,620	361,310	59,690
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
59,690	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in the Department Director's salary, a reduction in position vacancy allowance, and the addition of board member stipends.

Program 3: Internal Audit

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	263,220	265,290	0	(265,290)
Employee Benefits	87,620	96,580	0	(96,580)
Other Expenses	7,980	8,110	0	(8,110)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	358,820	369,980	0	(369,980)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	358,820	369,980	0	(369,980)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	0.00	(4.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(369,980)	(4.00)	All Funds	This program has been moved to the City Manager's Office in FY2017 Update Budget.

Safer Streets

Management of Citizens Complaints. Ensure timely response to citizen complaints and track turnaround times from complaint received to investigation completed. Use complaint data to develop policy recommendations for the Police Department regarding interactions with citizens.

Milestones for Success:

- Maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.
- Address current case backlog by the commencement of FY17.
- Upon CPD notification, be present at crime scenes to begin preliminary investigations of discharges of firearms by police officers.
- Further develop patterns report to include complaint circumstances and criteria for tracking complaint circumstances.
- Improvements and modifications to CCMS in order to ensure that the database remains "long term" viable.

Performance Indicators:

- CCA Complaints Intake
- CCA Cases

Communications and Outreach. To inform City residents via neighborhood councils, local community organizations and citizens in addition to outreach requests about CCA's mission and services. To further develop and increase CCA's public relations including updates to the website and literature.

Milestones for Success:

- Continue to develop communication matrix.
- Conduct at least one outreach per month.
- Communicate and update via social media.
- Make modifications to website to ensure viability.
- Pending funding availability, create, provide, duplicate and distribute CCA information.

Performance Indicators:

- Community outreach presentations

Innovative Government

Administration. To ensure accountability via open data and compliance.

Milestones for Success:

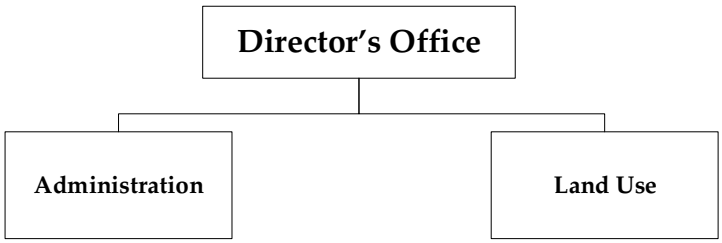
- Maintain agency records and files and ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.
- Improvements and modifications to CCMS in order to ensure that the database remains "long term" viable

Performance Indicators:

- Assignment of CCA cases within 48 hours

City Planning

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	405,090	414,950	515,830	100,880
Employee Benefits	123,030	141,770	153,120	11,350
Other Expenses	57,120	58,100	46,600	(11,500)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	585,240	614,820	715,550	100,730
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	585,240	614,820	715,550	100,730
Consolidated Plan Projects (CDBG)	400,900	415,880	424,470	8,590
Program Revenue	50,000	50,000	100,000	50,000
Total Full-time Equivalent Positions	10.00	10.00	11.00	1.00

Department Programs

1. Land Use
2. City Planning Administration

Program Summaries

Program 1: Land Use

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	267,770	265,010	278,920	13,910
Employee Benefits	96,970	106,020	98,050	(7,970)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	364,740	371,030	376,970	5,940
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	364,740	371,030	376,970	5,940
Consolidated Plan Projects (CDBG)	342,530	357,080	361,780	4,700
Program Revenue	50,000	50,000	100,000	50,000
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,940	0.00	All Funds	This program reflects an all funds increase, which is primarily due to accrued merit increases and the promotion of two employees. A significant portion of personnel costs will be reimbursed by Consolidated Plan project funding.

Program 2: City Planning Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	137,320	149,940	236,910	86,970
Employee Benefits	26,060	35,750	55,070	19,320
Other Expenses	57,120	58,100	46,600	(11,500)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	220,500	243,790	338,580	94,790
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	220,500	243,790	338,580	94,790
Consolidated Plan Projects (CDBG)	58,370	58,800	62,690	3,890
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	3.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
149,690	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the restoration of an Administrative Specialist with a corresponding increase in 1.0 FTE, reduction in reimbursements and a reduction in position vacancy allowance. A significant portion of personnel costs will be reimbursed by capital projects and non-personnel costs in this program will be reimbursed through Consolidated Plan projects.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(54,900)	0.00	General Fund	This represents reimbursement from capital projects.

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Thriving & Healthy Neighborhoods

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

Milestones for Success:

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

Performance Indicators:

- Percentage of LDC Complete
- Number of IDCs Created
- Number of IDCs Extended
- IDC Reviews

Parking Plan. In February 2016, Cincinnati City Council asked the Administration to establish a Task Force to provide policy recommendations on parking challenges in Over-the-Rhine caused by limited space; unique buildings deserving preservation; continuing development; and building and zoning code minimum parking rules. The City Manager expanded this work to a phased approach to address these issues City-wide, along with other issues of connectivity such as creating accessible parking tools, pedestrian and bicycle access, increasing parking technology, transit and transit-oriented development opportunities. City Planning will be playing a significant role in that Task Force, led by the City Manager's Office and made up of various City departments and other important community stakeholders.

Milestones for Success:

- Reach out to departments and community stakeholders to create Task Force.
- Facilitate Task Force discussions about challenges and potential solutions.
- Research details, viability, and cost of potential solutions.

- Provide policy recommendations to City Council.

Performance Indicators:

- Percentage of project complete

University Impact Area Solutions Study. In December 2014, Mayor Cranley asked the City Manager to direct staff to study the impacts of the University of Cincinnati on nearby residential areas. That request spurred the 2015 creation of the University Impact Area Solutions Study (UIASS), in which City Planning Staff is leading a multi-discplinary team of City departments and neighborhood stakeholders to develop implementable solutions to issues such as: Zoning and New Development, Housing and Neighborhood Conditions, Parking, Connectivity, and Quality of Life.

Milestones for Success:

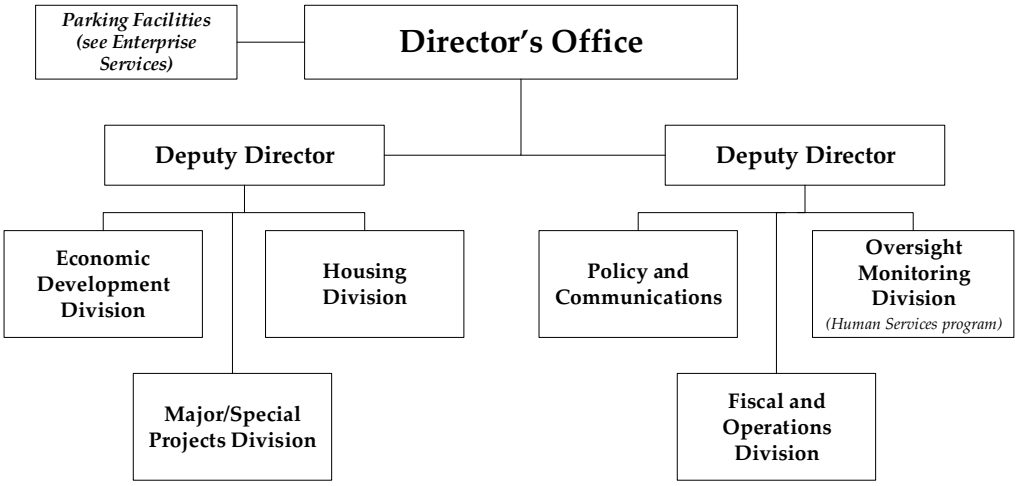
- Continue to work with the Steering Committee and Working Groups to develop and vet implementable solutions.
- Determine prioritization, cost, and implementing partners.
- Take the final Plan through the approval process of City Planning Commission and Neighborhoods Committee of City Council.

Performance Indicators:

- Percentage of Project Complete

Community & Economic Development

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,242,220	1,430,320	1,735,020	304,700
Employee Benefits	349,840	456,630	279,800	(176,830)
Other Expenses	7,522,140	6,658,800	5,787,770	(871,030)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	9,114,200	8,545,750	7,802,590	(743,160)
Operating Budget Restricted				
Personnel Services	73,260	75,330	77,960	2,630
Employee Benefits	12,150	13,760	13,800	40
Other Expenses	335,930	342,310	342,310	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	421,340	431,400	434,070	2,670
Internal Service Funds	0	0	0	0
Total	9,535,540	8,977,150	8,236,660	(740,490)
Consolidated Plan Projects (CDBG)	1,723,530	2,004,170	1,722,270	(281,900)
Program Revenue	430,000	430,000	486,000	56,000
Total Full-time Equivalent Positions	56.00	61.00	55.00	(6.00)

Department Programs

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

Program Summaries

Program 1: Human Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	60,000	58,740	0	(58,740)
Employee Benefits	15,410	15,880	120	(15,760)
Other Expenses	4,744,100	4,152,190	3,122,390	(1,029,800)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,819,510	4,226,810	3,122,510	(1,104,300)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	4,819,510	4,226,810	3,122,510	(1,104,300)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
33,250	0.00	All Funds	This program reflects an all funds decrease, which is primarily attributed to one-time contractual commitments in the Approved FY 2017 budget.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(284,050)	0.00	General Fund	This represents the transfer of leveraged funding provided to the Cincinnati Human Relations Commission (CHRC) to the City Manager's Office.
(353,500)	0.00	General Fund	This represents the reduction of leveraged funding to address the budget deficit.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(750,000)	0.00	General Fund	This represents the transfer of leveraged funding to the Center for Closing the Health Gap to the Cincinnati Health Department.

Program 2: Major/Special Projects Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	268,550	369,210	153,740	(215,470)
Employee Benefits	66,280	119,450	(6,060)	(125,510)
Other Expenses	994,820	654,600	310,000	(344,600)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,329,650	1,143,260	457,680	(685,580)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	1,329,650	1,143,260	457,680	(685,580)
Consolidated Plan Projects (CDBG)	(1,160)	1,970	14,630	12,660
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	9.00	7.00	(2.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(995,580)	(2.00)	All Funds	This program reflects an all funds decrease, which is due to some of the on-going leveraged contractual non-personnel expenditures in this program's Approved FY 2017 Budget being moved to the Economic Development Program. The FTE for this program reflects a decrease of 2.0 FTE when compared to the Approved FY 2017 Budget due to 1.0 proposed FTE in the Approved FY 2017 Budget being eliminated and 1.0 FTE being transferred to the Director/Administration Program. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
225,000	0.00	General Fund	This represents leveraged funding to the Community Development Corporations Association of Greater Cincinnati, less reduction in FY 2017 to address the budget deficit.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
35,000	0.00	General Fund	This represents leveraged funding provided to MORTAR Cincinnati.
50,000	0.00	General Fund	This represents leveraged funding provided to the University of Cincinnati's Economics Center.

Program 3: Fiscal & Operations Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	113,570	112,590	531,210	418,620
Employee Benefits	45,200	49,850	158,140	108,290
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	158,770	162,440	689,350	526,910
Operating Budget Restricted				
Personnel Services	73,260	75,330	77,960	2,630
Employee Benefits	12,150	13,760	13,800	40
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	85,410	89,090	91,760	2,670
Internal Service Funds	0	0	0	0
Total	244,180	251,530	781,110	529,580
Consolidated Plan Projects (CDBG)	368,730	474,860	207,730	(267,130)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.00	12.00	11.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
529,580	(1.00)	All Funds	When compared to the Approved FY 2017 Budget, the Fiscal and Operations program reflects an all funds increase. The increase is primarily due to an increase in City-wide personnel and benefits costs. The FTE for this program represents a 1.0 FTE decrease when compared to the Approved FY 2017 Budget due to the elimination of a proposed never filled position. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

Program 4: Oversight Monitoring Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	115,180	113,900	38,550	(75,350)
Employee Benefits	44,360	49,240	120	(49,120)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	159,540	163,140	38,670	(124,470)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	159,540	163,140	38,670	(124,470)
Consolidated Plan Projects (CDBG)	477,450	456,390	500,430	44,050
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	5.00	(2.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(124,470)	(2.00)	All Funds	When compared to the Approved FY 2017 Budget, this program reflects an all funds decrease. The decrease is primarily due to a decrease in personnel and benefits costs associated with a reduction in 2.0 never filled FTEs. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

Program 5: 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.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	156,970	52,250	304,300	252,050
Employee Benefits	0	21,580	3,580	(18,000)
Other Expenses	602,640	582,990	604,490	21,500
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	759,610	656,820	912,370	255,550
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	57,970	59,070	59,070	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	57,970	59,070	59,070	0
Internal Service Funds	0	0	0	0
Total	817,580	715,890	971,440	255,550
Consolidated Plan Projects (CDBG)	484,060	540,120	381,520	(158,600)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.00	15.00	13.00	(2.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(44,450)	(2.00)	All Funds	This program reflects a net increase when compared to the Approved FY 2017 Budget, which is primarily due to increasing personnel costs. The FTE for this program reflects a decrease when compared to the Approved FY 2017 Budget due to the elimination of 1.0 proposed never filled FTE and 1.0 vacant never filled FTE. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
250,000	0.00	General Fund	This represents the FY 2017 resources to support the City's Summer Youth Jobs Initiative.
50,000	0.00	General Fund	This represents funding to establish new leveraged funding to support the Immigration Center Partnership.

Program 6: Director/Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	301,820	485,490	456,800	(28,690)
Employee Benefits	180,060	191,960	118,520	(73,440)
Other Expenses	332,480	419,010	349,320	(69,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	814,360	1,096,460	924,640	(171,820)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	814,360	1,096,460	924,640	(171,820)
Consolidated Plan Projects (CDBG)	166,750	231,250	407,700	176,450
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	7.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(171,820)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and non-personnel expenses (i.e. legal services, temporary personnel and taxes). The FTE for this program reflects an increase over the Approved FY 2017 Budget due to a position being transferred to this program. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

Program 7: Economic Development Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	226,130	238,140	250,420	12,280
Employee Benefits	(1,460)	8,680	5,380	(3,300)
Other Expenses	848,100	850,010	1,401,570	551,560
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,072,770	1,096,830	1,657,370	560,540
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	277,960	283,240	283,240	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	277,960	283,240	283,240	0
Internal Service Funds	0	0	0	0
Total	1,350,730	1,380,070	1,940,610	560,540
Consolidated Plan Projects (CDBG)	227,700	299,580	210,260	(89,320)
Program Revenue	430,000	430,000	486,000	56,000
Total Full-time Equivalent Positions	11.00	12.00	12.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
690,540	0.00	All Funds	This program reflects a net increase, which is due to moving leveraged funding contractual services from the Major Projects program to this program. The FTE for this program matches the Approved FY 2017 Budget. Note: When compared to the Approved FY 2016 and FY 2017 Budgets (as part of the approved biennial budget), the Recommended FY 2017 Budget Update reflects a budget process change. The salaries and benefits for staff working on Consolidated Plan Projects, funded with the Community Development Block Grant, are referenced in the recommended budget document. Budget approval for the Consolidated Plan Projects is handled separately and provided on a calendar year basis. Reference Ordinance no. 0104-2016 approved on April 27, 2016.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(130,000)	0.00	General Fund	This represents a reduction in leveraged funding to address the FY 2017 budget deficit.

Growing Economy

Economic Development Incentives Efficiency and Business Retention, Attraction, and Diversity efforts. Implement specific recommendations from the review of the City's economic incentives to improve the efficiency of its programs and enhance standard operating policies and procedures. In addition, DCED wants to take a more proactive approach to understanding the needs of our City's existing businesses and their long-term growth plans, which will include an effort to increase the number of minority organizations that do business with the City.

Milestones for Success:

- Economic Development Incentives
  - Develop standard evaluation metrics to consistently assess and track deals' anticipated costs and benefits to the City.
  - Convene a task force to align core objectives related to "soft factors," such as blight reduction, targeted neighborhood revitalization, and quality of life enhancements, to be memorialized in a "values matrix."
  - Produce a template for a one page "deal sheet" for City Council that reports project performance.

- Business Retention & Attraction
  - Designation and increased staff hours dedicated to BRE visits and follow up.
  - Identification of missing existing companies through increased research, to be included in the BRE database, and direct contact established with companies.
  - Ramped-up BRE visits to leverage more attraction of businesses with a specific focus on supply chain businesses that support our existing businesses but are not located within the City.

- Advancing Diversity in Development
  - Meet with a minimum of three site selectors to build awareness of our market.
  - Execution of five Advancing Diversity in Development programs in FY17
  - Connection of SBE, MBE, and WBE to development opportunities in the market.

Performance Indicators:

- Cost per Job
- Leverage Ratio
- Break Even Analysis
- Total BRE Visits Stemming from Outreach
- Large BRE visits (50+ employees)

Parking Operations and Service Delivery. As DCED continues to implement the parking modernization plan, actively work to surpass current levels of service and leverage best practices to utilize parking facilities as an asset to the City.

Milestones for Success:

- Explore "power shifting," which adds more enforcement during peak collection hours.
- Explore more user-friendly ticket payment options; elsewhere, more on-the-spot payments are possible via smart phone-accessible options.
- Conduct a marketing campaign that continues to promote Passport, provides public outreach to diverse demographics, and increases awareness of pay-by-phone options, e.g., through printing information about the app on the bottom of parking tickets).
- Explore "hotspot" system that allows retail companies to work in tandem with Passport to validate or pay for parking (requires revisiting ordinance to determine feasibility).
- Explore manners for Parking to contribute to fundraising efforts. For example, in places like Indianapolis and Philadelphia, parking authorities have donated coin-operated meters and housing that organizations can then sponsor. Organizations can advertise on the meters, place them where desired (in lobbies, etc), and collect the donated money.

Performance Indicators:

- Citation Revenue
- Meter Revenue
- Speed of Meter Repairs
- Citations Contested/Dismissed

Thriving and Healthy Neighborhoods

Grass Roots Approach to Development. Similar to the business retention program, DCED would like to make the same organized effort to meet with neighborhood and community organizations that serve as hubs in their communities (from business associations to churches).

Milestones for Success:

- Identify and participation in conferences,e.g., Neighborhood Summit Presentation.
- Be a presence, assist in identifying solutions, and provide support for a minimum of half of the City's neighborhoods by participating in neighborhood, business association, or church meetings.
- Follow up with neighborhood's expressed needs or issues by serving as a liaison to all City departments.

- Offer trainings and events through these grassroots groups to build capacity, e.g., webinars, technical assistance, half day trainings.

- Manage data to assist grassroots organizations in making their business case through creating one-page neighborhood profiles to be housed on our website, and assist neighborhoods in identifying opportunities.

- Explore a business model with key stakeholders to leverage business relationships within communities.

Performance Indicators:

- Training Offered

- Neighborhood Profiles Featured on Website

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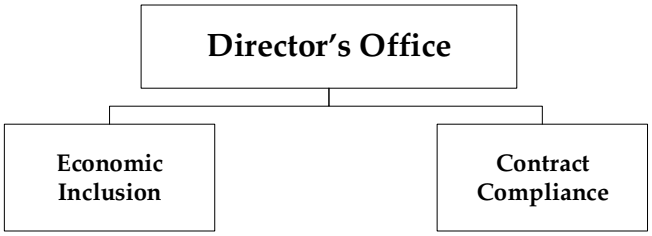
Economic Inclusion

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 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	633,440	637,080	641,130	4,050
Employee Benefits	205,020	229,450	177,660	(51,790)
Other Expenses	321,450	300,110	277,470	(22,640)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,159,910	1,166,640	1,096,260	(70,380)
Operating Budget Restricted				
Personnel Services	211,710	216,370	213,130	(3,240)
Employee Benefits	73,460	74,900	82,880	7,980
Other Expenses	23,400	24,310	23,400	(910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	308,570	315,580	319,410	3,830
Internal Service Funds	0	0	0	0
Total	1,468,480	1,482,220	1,415,670	(66,550)
Consolidated Plan Projects (CDBG)	50,260	51,050	49,890	(1,160)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00

Department Programs

1. Contract Compliance
2. Economic Inclusion

Program Summaries

Program 1: Contract Compliance

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	74,050	75,280	32,210	(43,070)
Employee Benefits	22,710	29,170	13,810	(15,360)
Other Expenses	184,690	190,140	212,470	22,330
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	281,450	294,590	258,490	(36,100)
Operating Budget Restricted				
Personnel Services	211,710	216,370	213,130	(3,240)
Employee Benefits	73,460	74,900	82,880	7,980
Other Expenses	23,400	24,310	23,400	(910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	308,570	315,580	319,410	3,830
Internal Service Funds	0	0	0	0
Total	590,020	610,170	577,900	(32,270)
Consolidated Plan Projects (CDBG)	50,260	51,050	49,890	(1,160)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.00	5.00	5.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(32,270)	0.00	All Funds	This program shows a slight decrease in personnel expenses due to the retirement of long tenured staff members and the resulting savings from the personnel changes therein.

Program 2: Economic Inclusion

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	559,390	561,800	608,920	47,120
Employee Benefits	182,310	200,280	163,850	(36,430)
Other Expenses	136,760	109,970	65,000	(44,970)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	878,460	872,050	837,770	(34,280)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	878,460	872,050	837,770	(34,280)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(4,280)	0.00	All Funds	This program shows a slight decrease due to the end of one-time non-personnel obligations and employee benefits.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(30,000)	0.00	General Fund	This reduction represents a decrease to departmental contractual services.

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Growing Economy

Significant, Meaningful Progress Towards Certifying 300 Companies. The goal of the Certification Program is to populate the city's certification database to facilitate the implementation of the M/WBE requirements of Ordinance 324 and the new certification components in Ordinance 323.

Milestones for Success:

- Finalize certification of the reciprocity MOU with Ohio River Valley-WEBNC - a women's business organization.
- Hold two WBE one-day certification events.
- Hold one-day ELBE/SLBE certification event.

Performance Indicators

- ELBE Certifications
- SLBE Certifications
- MBE Certifications
- WBE Certifications

Increase MBE and WBE Utilization on City Contracts to 12%. DEI's goal is to increase the amount of city contract dollars flowing to minority-and women-owned firms to 10% for MBE and 2% for WBE for CY16. It will accomplish this goal by establishing M/WBE participation goals on contracts with a value of $50,000 or more. Success will be measured as a percentage of total contract dollars awarded to MBEs and WBEs.

Milestones for Success:

- Two training sessions for key agency personnel on completing the Goal Information Sheet and unbudling contracts.
- Develop plan to target M/WBE certification efforts to specific industries.
- Through DEI's business training center provide one course per semester covering bidding on city contracts.

Performance Indicators

- MBE Utilization
- WBE Utilization

Establish an Economic Inclusion Accountability Board. DEI will establish an Economic Inclusion Accountability Board to ensure that its mission survives changes in administration.

Milestones for Success:

- Approval of board's mission and the criteria for membership on the board.

Performance Indicators

- Board Charter and Rules Drafted

Establish a suite of technical assistance offering for M/WBE firms. Establish and operate a business training to provide instruction in the following subjects: Finance and bonding, Estimating, Bidding city projects, Green sustainability training (SEMS certification).

Milestones for Success:

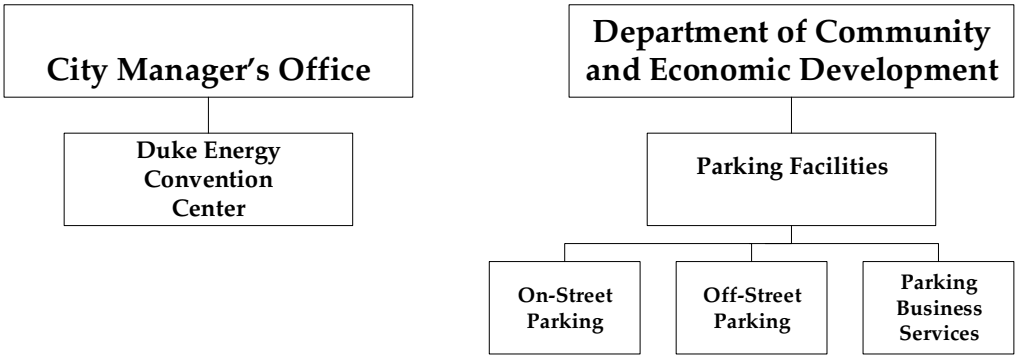
- Recruit the subject matter expert for each course
- Develop course material appropriate for the class level
- Begin holding trainings

Performance Indicators

- Two semester program
- 10 students per class
- 4 SEMS certification

Enterprise Services

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,843,400	1,864,250	1,946,770	82,520
Employee Benefits	843,680	894,410	847,830	(46,580)
Other Expenses	15,377,740	15,598,480	14,094,630	(1,503,850)
Properties	0	0	0	0
Debt Service	2,198,020	2,189,860	2,629,910	440,050
Operating Total	20,262,840	20,547,000	19,519,140	(1,027,860)
Internal Service Funds	0	0	0	0
Total	20,262,840	20,547,000	19,519,140	(1,027,860)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	18,097,940	16,649,820	17,907,910	1,258,100
Total Full-time Equivalent Positions	40.30	40.30	42.26	1.96

Department Programs

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

Program Summaries

Program 1: Duke Energy Convention Center

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	61,210	62,130	62,130	0
Employee Benefits	31,380	31,850	31,850	0
Other Expenses	8,284,630	8,405,660	8,213,650	(192,010)
Properties	0	0	0	0
Debt Service	68,800	68,800	68,800	0
Operating Total	8,446,020	8,568,440	8,376,430	(192,010)
Internal Service Funds	0	0	0	0
Total	8,446,020	8,568,440	8,376,430	(192,010)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,980,260	7,998,040	8,302,570	304,530
Total Full-time Equivalent Positions	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 to this program's base budget.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(192,010)	0.00	Convention Center	This program reflects an all funds decrease due to operating expense reductions related to the Client Development Fund and event management.

Program 2: On-Street Parking

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,164,160	1,177,730	1,207,070	29,340
Employee Benefits	559,470	593,890	549,660	(44,230)
Other Expenses	1,747,150	3,280,130	2,011,170	(1,268,960)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,470,780	5,051,750	3,767,900	(1,283,850)
Internal Service Funds	0	0	0	0
Total	3,470,780	5,051,750	3,767,900	(1,283,850)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,826,280	1,826,280	2,840,460	1,014,180
Total Full-time Equivalent Positions	27.50	27.50	29.46	1.96

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,383,850)	1.96	All Funds	This program reflects an all funds decrease, which primarily relates to Streetcar operating expenses that were included in the Approved FY 2017 Budget that are not included in this program's Recommended FY 2017 Budget. The Recommended FY 2017 operating expense budget for the Streetcar is in the Streetcar Operations Fund 455. The increase in FTE is due to an increase in part-time staffing levels that support the On-Street Parking Program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
100,000	0.00	Parking System Facilities	This increase will provide additional resources for contractual services for the collection of delinquent parking citations issued by the Division of Parking Facilities.

Program 3: Off-Street Parking

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	318,060	319,240	337,620	18,380
Employee Benefits	119,160	124,800	125,380	580
Other Expenses	5,185,600	3,749,280	3,719,320	(29,960)
Properties	0	0	0	0
Debt Service	2,129,220	2,121,060	2,561,110	440,050
Operating Total	7,752,040	6,314,380	6,743,430	429,050
Internal Service Funds	0	0	0	0
Total	7,752,040	6,314,380	6,743,430	429,050
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	8,291,400	6,825,500	6,764,880	(60,620)
Total Full-time Equivalent Positions	9.80	9.80	9.80	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
429,050	0.00	All Funds	This program reflects an all funds increase, which is primarily the result of an increase in personnel and benefit costs.

Program 4: Parking Business Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	299,970	305,150	339,950	34,800
Employee Benefits	133,670	143,870	140,940	(2,930)
Other Expenses	160,360	163,410	150,490	(12,920)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	594,000	612,430	631,380	18,950
Internal Service Funds	0	0	0	0
Total	594,000	612,430	631,380	18,950
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
18,950	0.00	All Funds	This program reflects an all funds increase, which is primarily the result of increased personnel costs and reimbursements offset by a decrease in non-personnel expenses.

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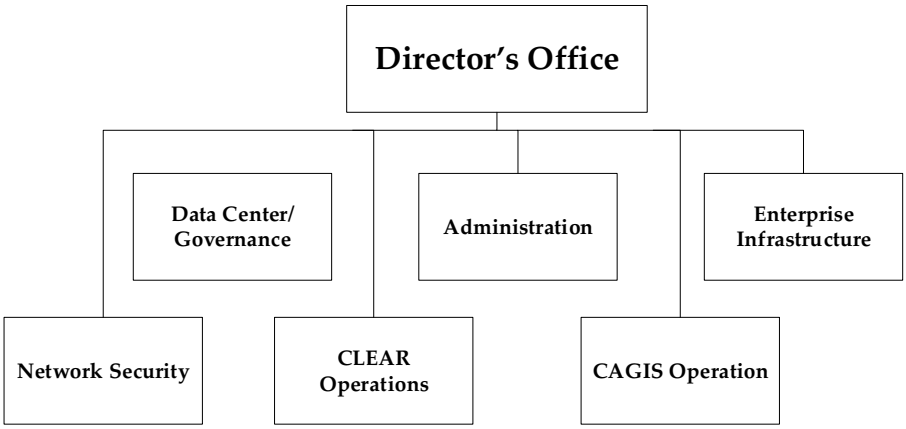
Enterprise Technology Solutions

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 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	2,859,700	2,835,320	3,302,930	467,610
Employee Benefits	739,290	808,240	1,016,200	207,960
Other Expenses	633,770	636,960	685,650	48,690
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,232,760	4,280,520	5,004,780	724,260
Operating Budget Restricted				
Personnel Services	2,602,200	2,635,300	3,137,480	502,180
Employee Benefits	790,300	869,920	1,041,900	171,980
Other Expenses	5,470,760	5,660,170	5,328,430	(331,740)
Properties	36,000	36,000	41,000	5,000
Debt Service	0	0	0	0
Operating Total	8,899,260	9,201,390	9,548,810	347,420
Internal Service Funds	2,268,570	2,321,790	2,529,750	207,960
Total	15,400,590	15,803,700	17,083,340	1,279,640
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	12,000	13,000	11,000	(2,000)
Total Full-time Equivalent Positions	83.35	83.35	87.55	4.20

Department Programs

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

Program Summaries

Program 1: ETS Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	73,370	77,540	263,790	186,250
Employee Benefits	4,740	8,380	74,960	66,580
Other Expenses	275,530	280,290	304,620	24,330
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	353,640	366,210	643,370	277,160
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	353,640	366,210	643,370	277,160
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,000	8,000	6,000	(2,000)
Total Full-time Equivalent Positions	3.00	3.00	7.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
277,160	4.00	All Funds	This program reflects a General Fund increase primarily due to the centralization of the administrative staff from other programs within the department. Increases to non-personnel items reflect standard inflationary adjustments.

Program 2: CLEAR Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,096,770	1,104,470	1,397,540	293,070
Employee Benefits	322,430	353,890	450,140	96,250
Other Expenses	2,786,660	2,838,310	2,559,430	(278,880)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,205,860	4,296,670	4,407,110	110,440
Internal Service Funds	400	400	0	(400)
Total	4,206,260	4,297,070	4,407,110	110,040
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
110,440	0.00	All Funds	This program reflects an increase in the County Law Enforcement Applied Regionally (CLEAR) Fund, which is primarily due to updated reimbursement amounts that were not previously included as expenses in this program. There is no change in FTE in order to maintain current services.

Program 3: CAGIS Consortium Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,505,430	1,530,830	1,739,940	209,110
Employee Benefits	467,870	516,030	591,760	75,730
Other Expenses	2,684,100	2,821,860	2,769,000	(52,860)
Properties	36,000	36,000	41,000	5,000
Debt Service	0	0	0	0
Operating Total	4,693,400	4,904,720	5,141,700	236,980
Internal Service Funds	0	0	0	0
Total	4,693,400	4,904,720	5,141,700	236,980
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.00	18.00	19.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
236,980	1.00	All Funds	This program reflects increase in the Cincinnati Area Geographic Information System (CAGIS) Fund, which is primarily due to the addition of one FTE and outgoing reimbursements that were not previously reflected within this program. Increases to non-personnel items reflect standard inflationary adjustments.

Program 4: CIT-E Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,857,920	1,831,750	1,782,140	(49,610)
Employee Benefits	489,060	532,390	503,270	(29,120)
Other Expenses	109,280	142,580	132,920	(9,660)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,456,260	2,506,720	2,418,330	(88,390)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	131,860	133,760	0	(133,760)
Total	2,588,120	2,640,480	2,418,330	(222,150)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.35	27.35	21.75	(5.60)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
22,360	(6.60)	All Funds	This program reflects an all Funds decrease, which is primarily due to a net decrease in FTE within this program that resulted from a department-wide reorganization. Additionally, internal service fund resources associated with this program have been transferred to the CTS Operations program. This program also reflects increases within personnel services and employee benefits due to a reduction in anticipated reimbursements from work performed on capital projects in this program that have been adjusted to reflect updated projects.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
77,460	1.00	General Fund	Transfer Supervising Management Analyst (SMA) position from the Office of Budget and Evaluation to the Enterprise Technology Services (ETS) Department to support the Cincinnati Budget System (CBS). Anticipated start date 08/28/2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(93,200)	0.00	General Fund	This represents a one year PVA of a Computer Systems Analyst position.
(50,000)	0.00	General Fund	This represents reimbursement from work performed in the E-Government bureau on capital projects.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(25,000)	0.00	General Fund	This represents reimbursement from work performed in the Cincinnati Human Resources Information System (CHRIS) bureau on capital projects.
(20,000)	0.00	General Fund	This represents reimbursement from work performed in the Enterprise Email bureau on capital projects.

Program 5: CTS Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	928,410	926,030	1,257,000	330,970
Employee Benefits	245,490	267,470	437,970	170,500
Other Expenses	248,960	214,090	248,110	34,020
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,422,860	1,407,590	1,943,080	535,490
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	2,136,310	2,187,630	2,529,750	342,120
Total	3,559,170	3,595,220	4,472,830	877,610
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,000	5,000	5,000	0
Total Full-time Equivalent Positions	22.00	22.00	26.80	4.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
694,230	4.80	All Funds	This program reflects an all funds increase, which is primarily due a net increase in FTE within this program because of a department-wide reorganization. Increases to non-personnel items reflect standard inflationary adjustments. Additionally, internal service fund resources associated with the CIT-E program have been transferred to this program. This program also reflects increases within personnel services and employee benefits due to a reduction in anticipated reimbursements from work performed on capital projects in this program that have been adjusted to reflect updated projects.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(4,910)	0.00	General Fund	This represents a partial PVA of a Senior Computer Programmer Analyst.
(83,830)	0.00	General Fund	This represents one-time PVA Senior Computer Programmer Analyst.
(50,000)	0.00	General Fund	This represents reimbursement from work performed in the Data Communications Infrastructure bureau on capital projects.
(20,000)	0.00	General Fund	This represents reimbursement from work performed in the Fiber Communications bureau on capital projects.

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Innovative Government

Overhaul the City's IT Service Delivery Model through a collaborative Citywide I.T. Governance Approach. The goal of the I.T. and Data Governance plan is to implement an I.T. and Data governance structure that enables reporting of technology hardware and software assets, encourages standardized data access and storage policies and procedures, creates equitable technology and computing environments throughout all city departments, maximizes city investments in I.T. resources, eliminates competing technology interests between departments, and streamlines the capital budget request process citywide.

Milestones for Success:

- Develop an IT and Data Governance Charter that identifies participating members, associated subcommittees, a schedule of meetings, and desired outcomes.
- Collect an inventory of citywide hardware, software, and data assets.
- Hold at least 2 meetings of each associated subcommittee in FY17.

Performance Indicators

- Charter Completion
- Hardware, Software, and Data asset inventory
- # of Governance and subcommittee meetings hosted

Enhance I.T. Risk Management and Information Security. The City's Information Security Policy has not been updated since 2011. The policy needs to be updated to reflect the city's evolving technology landscape and the need for increased departmental participation in citywide information security risk reduction and response efforts. A robust and comprehensive information security program with regularly scheduled system audits, network and server penetration tests, data classification, access, and clearance reviews, and threat assessments to be conducted on an annual basis will be implemented in FY17.

Milestones for Success:

- Update the Information Security Policy
- Implementation of an Information Security Steering Committee
- Implement a regular schedule of network intrusion and system vulnerability tests.
- Develop standards for data classification, access, and clearance.
  Utilize the KACE asset and security management system in all city departments.

Performance Indicators

- Completed Intrusion and Vulnerability Tests
- Date Security Policy Update Completed
- # of departments utilizing KACE

Plan and Implement Upgrade of the City's PermitsPlus Enterprise Land Management Business System. CAGIS 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 500 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. CAGIS anticipates this multi-year, multi-agency implementation to start in latter part of FY17.

Milestones of Success

- Execute "Proof of Production" projects for select business workflow patterns
- Engage users in the "Proof of Production" design process.
- Implement technical infrastructure to support new platform
- Secure adequate funding for City Buildings & Inspections migration.
- Complete Scope and specification documentation for all workflows within City Buildings & Inspections.
- Successful selection of implementation vendor/consultant.

Performance Indicators

- "Proof of Production" projects
- Implemented workflows in new system

GIS New Technology Implementation for business end users. 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 FY17 will be implementation of new technologies for business end users.

Milestones for Success:

- Rollout of CAGIS Gen8 - V1 desktop GIS
- Rollout of CAGIS Map portal - V1 for online GIS

Fiscal Sustainability & Strategic Investment

Evaluation of Enterprise Wide I.T. Systems and Infrastructures / I.T. Risk Management Plan Development. Develop strategies to evaluate the city's most critical I.T. infrastructures and systems in FY17. Document and implement short term mitigations for any identified risks and long range plans to develop enterprise architecture strategies that maximize the usage of technology assets citywide.

Performance Indicators

- MAN Network Uptime
- Network Outage Time-to-Repair (TTR)
- Servers Reduced/Virtualized
- Systems Consolidated/Unified

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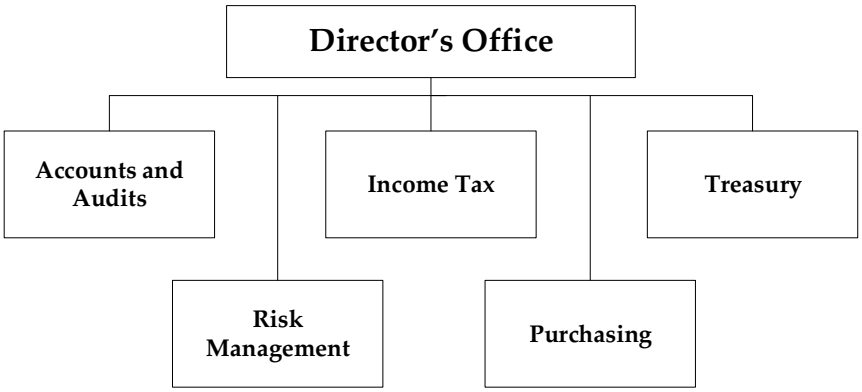
Finance

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 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	3,977,410	4,023,780	4,073,780	50,000
Employee Benefits	1,336,180	1,462,790	1,365,620	(97,170)
Other Expenses	1,365,750	1,312,950	1,331,710	18,760
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,679,340	6,799,520	6,771,110	(28,410)
Operating Budget Restricted				
Personnel Services	752,830	768,520	752,020	(16,500)
Employee Benefits	259,820	285,520	241,300	(44,220)
Other Expenses	2,707,340	2,740,150	3,826,290	1,086,140
Properties	0	0	0	0
Debt Service	90,775,000	91,775,000	151,687,680	59,912,680
Operating Total	94,494,990	95,569,190	156,507,290	60,938,100
Internal Service Funds	4,102,970	4,170,890	4,177,660	6,770
Total	105,277,300	106,539,600	167,456,060	60,916,460
Consolidated Plan Projects (CDBG)	155,180	155,360	153,510	(1,850)
Program Revenue	308,159,570	314,870,290	330,469,050	15,598,760
Total Full-time Equivalent Positions	95.75	96.75	104.75	8.00

Department Programs

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

Program Summaries

Program 1: Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	265,710	260,900	256,700	(4,200)
Employee Benefits	70,830	75,620	73,500	(2,120)
Other Expenses	19,470	19,810	23,780	3,970
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	356,010	356,330	353,980	(2,350)
Operating Budget Restricted				
Personnel Services	76,080	78,370	83,790	5,420
Employee Benefits	19,230	21,320	22,440	1,120
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	95,310	99,690	106,230	6,540
Internal Service Funds	13,480	14,120	13,770	(350)
Total	464,800	470,140	473,980	3,840
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,710	0.00	All Funds	This program reflects an all funds increase primarily due to an increase in salaries and employee benefits in the restricted funds. Non-personnel expense increases are primarily due to an increase in processing by the Enterprise Technology Solutions Department (ETS) and for office machines. There is no change in FTE.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(6,520)	0.00	General Fund	This reduction is due to the increased level of TIF work performed in the Finance Director's office.

Program 2: Financial Reporting and Monitoring

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	797,300	798,560	927,940	129,380
Employee Benefits	239,260	259,560	309,790	50,230
Other Expenses	113,870	98,150	83,790	(14,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,150,430	1,156,270	1,321,520	165,250
Operating Budget Restricted				
Personnel Services	302,180	308,720	268,620	(40,100)
Employee Benefits	110,260	121,540	100,480	(21,060)
Other Expenses	406,990	400,210	425,490	25,280
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	819,430	830,470	794,590	(35,880)
Internal Service Funds	0	0	0	0
Total	1,969,860	1,986,740	2,116,110	129,370
Consolidated Plan Projects (CDBG)	133,620	133,240	131,570	(1,670)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	18.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
132,050	1.00	All Funds	This program reflects an all funds increase due to an additional 1.0 FTE added to the program in FY 2016. The 1.0 FTE increase is for a Division Manager position.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(2,680)	0.00	General Fund	This reduction will decrease the amount of supplies purchased.

Program 3: Payroll Preparation

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	116,410	113,120	116,970	3,850
Employee Benefits	37,740	40,720	31,020	(9,700)
Other Expenses	7,150	7,230	6,000	(1,230)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	161,300	161,070	153,990	(7,080)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	161,300	161,070	153,990	(7,080)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(7,080)	0.00	All Funds	This program reflects an all funds decrease due to a decrease in employee hospitalization expenses. There is no change in FTE.

Program 4: Debt Management

Description: Manages general obligation debt repayment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	234,920	239,680	249,780	10,100
Employee Benefits	79,710	87,720	63,520	(24,200)
Other Expenses	2,232,090	2,270,910	3,333,300	1,062,390
Properties	0	0	0	0
Debt Service	90,775,000	91,775,000	151,687,680	59,912,680
Operating Total	93,321,720	94,373,310	155,334,280	60,960,970
Internal Service Funds	0	0	0	0
Total	93,321,720	94,373,310	155,334,280	60,960,970
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	24,610,070	24,820,790	24,882,950	62,160
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
60,960,970	0.00	All Funds	This program reflects an all funds increase which is due to an increase in debt service related to notes that are outstanding and the anticipated capital budget financing. The debt service appropriation increase is expecting to fund the capital budget with bond anticipation notes prior to the bond sale. The increased appropriation is needed to redeem those notes once the bonds are sold as well as pay the cost of issuance if there are multiple issuances. There is also an increase in expert services which is related to the cost of issuance of three bond sales. There is no change in FTE.

Program 5: Treasury Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	470,850	467,260	418,000	(49,260)
Employee Benefits	167,250	178,670	145,350	(33,320)
Other Expenses	321,830	328,320	442,550	114,230
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	959,930	974,250	1,005,900	31,650
Operating Budget Restricted				
Personnel Services	55,410	56,750	64,430	7,680
Employee Benefits	20,860	22,060	23,240	1,180
Other Expenses	68,260	69,030	67,500	(1,530)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	144,530	147,840	155,170	7,330
Internal Service Funds	0	0	0	0
Total	1,104,460	1,122,090	1,161,070	38,980
Consolidated Plan Projects (CDBG)	21,560	22,120	21,940	(180)
Program Revenue	6,039,500	6,139,500	15,306,100	9,166,600
Total Full-time Equivalent Positions	9.00	9.00	8.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
50,490	0.00	All Funds	This program reflects an all funds increase which is mostly due to an increase in collection agency fees.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
75,000	0.00	General Fund	This increase represents the additional appropriation needed for the collection of parking tickets.
(2,680)	0.00	General Fund	This reduction will decrease the amount of check stock purchased.
(83,840)	(1.00)	General Fund	This reduction would eliminate a vacant accountant position in the Treasury Division.

Program 6: Risk Management

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	149,850	149,400	156,870	7,470
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	149,850	149,400	156,870	7,470
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	1,897,060	1,961,220	1,961,510	290
Total	2,046,910	2,110,620	2,118,380	7,760
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,570,000	5,570,000	5,710,000	140,000
Total Full-time Equivalent Positions	13.75	13.75	13.75	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,740	0.00	All Funds	This program reflects a personnel increase in their internal service funds which is primarily due to a citywide net increase in personnel and benefit costs as well as standard inflationary increases. In addition, the program has non-personnel increases in medical services, rent, and insurance. There is no change in FTE.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
3,740	0.00	General Fund	This increase represents an increase in insurance premiums for Property Insurance, Boiler and Machinery Insurance, and Crime Coverage.

Program 7: Income Tax

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,758,570	1,820,720	1,807,110	(13,610)
Employee Benefits	631,780	705,420	620,450	(84,970)
Other Expenses	619,690	579,550	486,880	(92,670)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,010,040	3,105,690	2,914,440	(191,250)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	3,010,040	3,105,690	2,914,440	(191,250)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	267,400,000	273,800,000	279,670,000	5,870,000
Total Full-time Equivalent Positions	31.00	32.00	31.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(82,800)	(1.00)	All Funds	When compared to the Approved FY 2017 Budget, this program's base budget reflects an All Funds decrease. The reduction is primarily associated with the elimination of a 1.0 FTE that was requested in the Approved 2017 Budget but is not included in the FY 2017 Budget Update due to limited available resources.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(10,890)	0.00	General Fund	This reduction is due to a new hire being paid less than the incumbent who retired from an Accountant position.
(100,000)	0.00	General Fund	This reduction will reduce the Data Processing by the Enterprise Technology Solutions Department.
2,440	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 8: Procurement

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	568,570	563,220	547,060	(16,160)
Employee Benefits	189,320	202,800	185,510	(17,290)
Other Expenses	133,890	130,490	131,840	1,350
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	891,780	896,510	864,410	(32,100)
Operating Budget Restricted				
Personnel Services	84,240	85,000	85,400	400
Employee Benefits	29,760	32,880	31,620	(1,260)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	114,000	117,880	117,020	(860)
Internal Service Funds	0	0	0	0
Total	1,005,780	1,014,390	981,430	(32,960)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,340,000	2,340,000	2,700,000	360,000
Total Full-time Equivalent Positions	11.00	11.00	20.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,210	9.00	All Funds	This program reflects an all funds personnel and employee benefits increase, which is due to a 0.50 FTE increase in FTE. This position and eight others were transferred into Procurement from the Metropolitan Sewer District, the Department of Public Services, and the Greater Cincinnati Water Works. The expense for 8.5 FTEs is offset by reimbursements from these departments in FY 2017. This program reflects a 9.0 FTE increase.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(42,160)	0.00	General Fund	This reduction holds a Buyer position vacant through December 31, 2016.

Program 9: Printing and Stores

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	2,192,430	2,195,550	2,202,380	6,830
Total	2,192,430	2,195,550	2,202,380	6,830
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,200,000	2,200,000	2,200,000	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	The Printing and Stores program is within an Internal Service Fund. The "Adjustments to Costs to Maintain Current Budget" reflects no change as this calculation is based on the General Fund and Restricted Fund expenses. This internal services program reflects a slight increase in the Printing Services/Stores Fund 201 primarily due to an increase in personnel reimbursements from this fund to other programs in the Department of Finance. There is no change in FTE.

Growing Economy

Procurement Reform & Economic Inclusion. Continue work of improving and revamping the City's procurement process in order to increase competition and economic inclusion at all levels of contracting, including orders against multiple award master agreements. Furthermore, continue work with DEI to strategically focus procurements at commodities where DEI has certified multiple firms in order to preserve competition and increase the likelihood M/WBE and SBE awards and participation.

Milestones for Success:

- Formulate new manuals and internal procedures for Division of Purchasing staff and City departments.
- Train Division of Purchasing staff and City departments on new policies and procedures.
- Implement new procedures on city contracts that ensure fair opportunity and economic inclusion with respect to how the City contracts are bid.
- Continue with sustainable procurement reform.
- Continue to reduce transaction processing cycle times

Performance Indicators:

- Number of delivery orders related to multiple order contracts that have undergone fair opportunity procedures
- City Training Sessions
- Avg, Time to complete Purchase Orders (<50,000)
- Average time to complete purchases (>50,000)

Fiscal Sustainability & Strategic Investment

Improve Collections of Income Tax Revenue. The goal for the Income Tax Division is to optimize revenue collected at the least cost. The Income Tax Division will emphasize voluntary compliance projects and accounts receivable reduction initiatives while continuing to process current year tax returns and payments.

Milestones for Success:

- Acquire funding and select the vendor for new tax processing systems that will allow more resources to be reassigned from processing to collections.
- Improve internal collection enforcement procedures to reduce the growing amount of delinquent tax liabilities by streamlining the referral process to the Law Department. Benchmark should be 600 cases per year.
- Implement a marketing campaign including an automated correspondence project to educate "new" residents of their local tax filing requirements and to inform delinquent taxpayers on how they may qualify for an offer of compromise and/or payment plan.

Performance Indicators:

- Number of referrals to the Law Department
- Accounts Receivables Collections

Risk Management and Health Care Cost Containment. Continued oversight of healthcare costs and trends in an effort to reduce future costs. Efforts will include re-bidding the current Pharmaceutical Benefit Manager ("PBM") contract for City employees which expires on 12/31/16, continued promotion of the healthy lifestyles program, and the scheduling and completion of timelines for a medical claims audit and a dependent eligibility audit.

Milestones for Success:

- Explore opportunities for further cost avoidance and cost savings opportunities and provide specific recommendations to the City Manager
- Marketing, selection, contract execution, and implementation of a new PBM
- Scheduling/completion of a medical claims audit
- Scheduling/completion of a pharmacy audit
- Scheduling/completion of a dependent eligibility audit
- Determination of RFP cycles for medical, wellness, dental and vision carriers

Performance Indicators:

- Increased Employee Participation in Healthy Lifestyles
- New PBM Implemented effective 1/1/17
- Completion of Medical/Rx claims audit
- Completion of dependent eligibility audit

Supplemental Datasets:

- Data on claims, costs, disruption, and accuracy will be maintained by the PBM, as well as within the City's medical data warehouse which receives direct feeds from both the medical and Rx providers.
- Data and metrics compiles by the City's outside healthcare consultant and third party administrators.
- TriHealth data collection on wellness

Bond Rating Sustainability & Enhancement. Utilize sound accounting standards and debt management practices in order to maintain and enhance the City's credit rating.

Milestones for Success:

- Monitor the positive and negative comments of the rating agencies.
- Reply to and correct (if applicable) any findings in the CAFR management letter.
- Timely file the Annual Bond Retirement Report and adhere to the Municipal Securities Rule-making Board (MSRB) bond disclosure requirements.
- Provide financial advice to the Community and Economic Development Department on development projects that involve the issuance of debt.

Performance Indicators:

- CAFR filed timely and unqualified opinion
- % of Stabilization Policies met
- Annual Retirement Report filed timely
- Adhere to Bond Disclosure Requirements

Improve Revenue Forecasting. Ensure the City Council and the Finance Department have the best available information on current and likely future tax revenue to provide forecasts of income and property revenue. Due to the heavy reliance on income taxes (over 70% of total revenue) Finance will be participating in an evaluation of the best practices in revenue forecasting and the implementation of such in 2017.

Milestones for Success:

- Hold formalized forecasting conferences
- Develop monthly tracking of actual vs. estimated revenues.
- Reassess revenue projection practices and provide recommendations
- Assist the Budget Office in the issuance of an Economic Research RFP and successful selection of a vendor.

Performance Indicators:

- Budget vs. Actual Revenue Variance results

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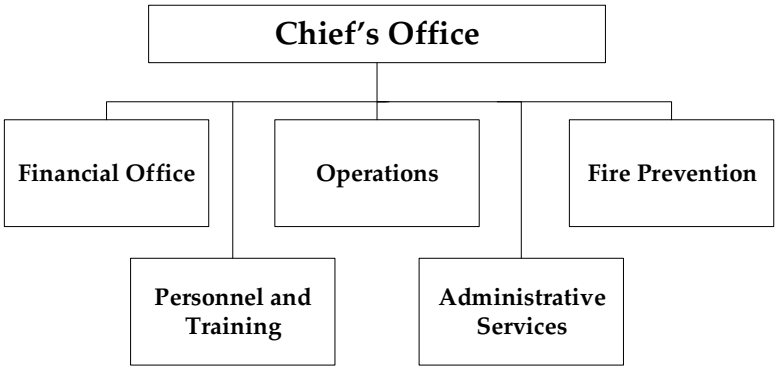
Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	62,306,930	62,741,840	70,222,660	7,480,820
Employee Benefits	27,784,770	29,504,700	29,942,070	437,370
Other Expenses	8,503,660	8,747,700	8,861,020	113,320
Properties	146,900	143,820	0	(143,820)
Debt Service	84,390	82,620	0	(82,620)
Operating Total	98,826,650	101,220,680	109,025,750	7,805,070
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	98,826,650	101,220,680	109,025,750	7,805,070
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	8,042,000	8,042,000	9,007,000	965,000
Total Full-time Equivalent Positions	891.00	891.00	904.00	13.00

Department Programs

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

Program Summaries

Program 1: Financial Management and Planning

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	670,510	662,980	772,320	109,340
Employee Benefits	220,330	230,870	265,890	35,020
Other Expenses	45,090	45,480	707,300	661,820
Properties	20,730	20,300	0	(20,300)
Debt Service	0	0	0	0
Operating Total	956,660	959,630	1,745,510	785,880
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	956,660	959,630	1,745,510	785,880
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	10.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
756,310	1.00	All Funds	This program shows an overall increase due to the internal realignment of 1.0 FTE as well as non-personnel expenses, including building and office rent and contracted expert services.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
29,580	0.00	General Fund	This increase represents a pay adjustment for the Fire Chief.

Program 2: Support Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,307,970	1,293,920	2,696,580	1,402,660
Employee Benefits	498,180	515,370	918,520	403,150
Other Expenses	498,660	504,790	718,400	213,610
Properties	75,060	73,480	0	(73,480)
Debt Service	0	0	0	0
Operating Total	2,379,870	2,387,560	4,333,500	1,945,940
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	2,379,870	2,387,560	4,333,500	1,945,940
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	35.00	18.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
410,230	(1.00)	All Funds	This program shows an overall increase due to the internal realignment of overtime into the program in which it is worked. The 1.0 FTE decrease is due to the internal realignment of staff within the program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
1,400,000	18.00	General Fund	This represents the transfer of multiple positions from the Emergency Communications Center to the Cincinnati Fire Department as part of department restructuring.
135,740	1.00	General Fund	This increase represents an additional Assistant Fire Chief position assigned to the Emergency Communications Center.

Program 3: Prevention and Community Education

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,713,110	1,678,100	2,906,660	1,228,560
Employee Benefits	727,570	725,350	778,350	53,000
Other Expenses	216,330	281,440	175,820	(105,620)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,657,010	2,684,890	3,860,830	1,175,940
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	2,657,010	2,684,890	3,860,830	1,175,940
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	405,000	405,000	405,000	0
Total Full-time Equivalent Positions	21.00	21.00	22.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,175,940	1.00	All Funds	This program shows an overall increase due to the internal realignment of overtime into the program in which it is worked. The 1.0 FTE increase is due to the internal realignment of staff within the department.

Program 4: Human Resources

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	928,460	911,670	3,456,340	2,544,670
Employee Benefits	357,580	360,240	1,239,100	878,860
Other Expenses	187,600	287,370	253,630	(33,740)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,473,640	1,559,280	4,949,070	3,389,790
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	1,473,640	1,559,280	4,949,070	3,389,790
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,301,320	0.00	All Funds	This program shows an overall increase due to the 40 person recruit class that began in FY 2016 and the internal realignment of overtime into the programs in which it is worked.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
24,040	0.00	General Fund	This increase represents a salary budget adjustment for a recently hired Paramedic Coordinator.
64,440	0.00	General Fund	This increase represents the implementation of an online training solution for Basic Life Support (BLS), Advanced Life Support (ALS), and various other required Fire Training courses.

Program 5: Response

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	57,686,880	58,195,170	60,390,760	2,195,590
Employee Benefits	25,981,110	27,672,870	26,740,210	(932,660)
Other Expenses	7,555,980	7,628,620	7,005,870	(622,750)
Properties	51,110	50,040	0	(50,040)
Debt Service	84,390	82,620	0	(82,620)
Operating Total	91,359,470	93,629,320	94,136,840	507,520
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	91,359,470	93,629,320	94,136,840	507,520
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,637,000	7,637,000	8,602,000	965,000
Total Full-time Equivalent Positions	833.00	833.00	826.00	(7.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
434,520	(7.00)	All Funds	This program shows an overall increase due to an overall increase in the overtime budget as well as the scheduled end of previous SAFER Grant reimbursements. The 7.0 FTE decrease is due to internal realignment of staff within the department as well as vacant positions providing position vacancy allowance (PVA).

On-Going Significant Program Changes

Budget	FTE	Fund	Description
43,000	0.00	General Fund	This increase represents a 50% cost-share with Hamilton County for Regional Operations Center Support Maintenance for FY 2017.
30,000	0.00	General Fund	This increase represents a 50% cost-share with Hamilton County for a Asset Resource Management Coordinator for the monitoring and tracking of equipment purchased under the Urban Area Security Initiative Program.

Safer Streets

Emergency Communications Center. As CPD completes the transition of ECC management, help ensure the Center is fully staffed and is operating optimally to meet service level targets.

Milestones for Success:

- Attend and participate in ECC Governance and ECCStat sessions
- Partner with CPD to ensure a smooth transition to the new CAD system
- Work with CPD and HR to fill any vacant Fire dispatcher and supervision positions
- develop a plan to respond to each of the recommendations in the APCO report that pertain to the Fire Department
- Develop monitoring reports to ensure effective Fire dispatch times
- Develop monitoring reports to help evaluate Fire response time performance

Performance Indicators:

- Filled Fire Dispatcher Positions
- Filled Fire ECC Supervisor Positions
- Percent of fire/medical calls, from call received to dispatch, processed in less than 90 seconds

City Emergency Management Structure. Establish a formal Emergency Management governance and response structure for the City led by the Fire Department.

Milestones for Success:

- Appoint one individual to command the emergency management structure
- Develop, propose, and implement recommendations for emergency management policies and procedures.

Innovative Government

Risk Management. Through training, decrease the number of accidents by 10% involving fire apparatus. This will enhance the safety of the citizens along with that of the firefighters. Reduce firefighter injuries by 20% by building on injury reduction monthly reminder memos to all personnel.

Milestones for Success:

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

- Have supervisors monitor proper work techniques and that all protective gear is worn

Performance Indicators:

- Number of Accidents
- Number of Injuries

Fiscal Sustainability & Strategic Investment

Fiscal Oversight and Capital Replacement. Take a data-driven approach to ensuring the proper oversight is in place to mitigate overtime expenditures, maximize revenue collected from EMS services provided, and sustainably replace critical equipment.

Milestones for Success:

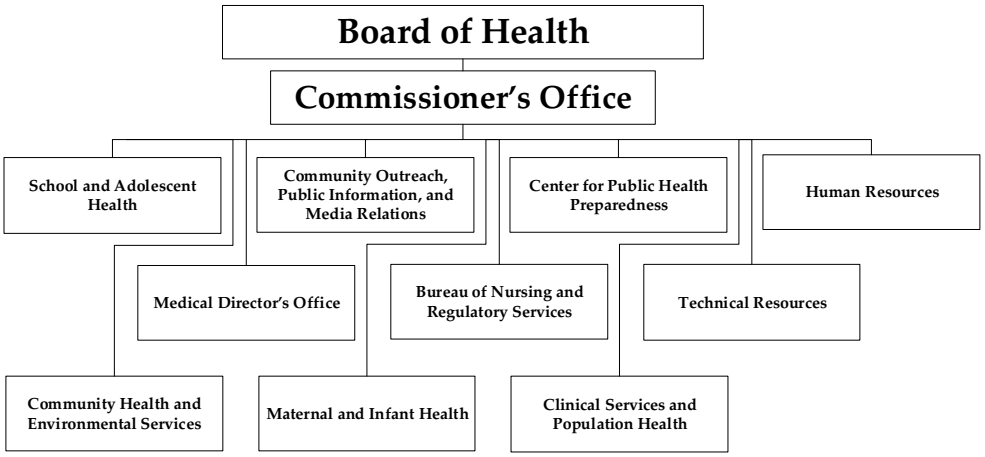
- Develop an inventory control program that accounts for every set of Personal Protective Equipment (PPE) in the Department.
- Develop a rotating system for replacing PPE with the outdated replaced first.
- Maintain working database of all equipment both front line and extra apparatus
- Set a replacement schedule that would maintain the fleet out optimum efficiency
- Develop a yearly plan to replace the PPE in a cost effective program that would replace each set of PPE every ten years.
- Set in place an organized plan to replace aging apparatus in order to maintain the working integrity of each piece of equipment.
- Monitor overtime expenditures and continue to identify opportunities for reducing expenses.
- Continue to monitor and reduce the use of Limited Duty where possible.
- Use EMS monitoring reports developed to now work with McKesson to identify opportunities for improved EMS revenue collections.

Performance Indicators:

- PPE, Engines, Ladders, Medics Replaced
- Total Overtime Expenditures
- EMS Revenue Collected

Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The health department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	11,667,570	10,816,380	11,101,740	285,360
Employee Benefits	4,017,500	3,988,640	3,943,630	(45,010)
Other Expenses	1,026,840	1,046,340	1,982,840	936,500
Properties	3,000	2,940	3,000	60
Debt Service	122,250	119,680	0	(119,680)
Operating Total	16,837,160	15,973,980	17,031,210	1,057,230
Operating Budget Restricted				
Personnel Services	14,461,130	14,680,800	16,157,870	1,477,070
Employee Benefits	5,620,330	6,040,050	6,198,190	158,140
Other Expenses	9,436,290	9,511,580	9,697,260	185,680
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	29,517,750	30,232,430	32,053,320	1,820,890
Internal Service Funds	0	0	0	0
Total	46,354,910	46,206,410	49,084,530	2,878,120
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	30,991,560	32,249,850	32,975,190	725,340
Total Full-time Equivalent Positions	468.70	468.70	477.03	8.33

Department Programs

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

Program Summaries

Program 1: Health Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	2,785,410	2,764,590	2,949,890	185,300
Employee Benefits	929,160	997,860	981,610	(16,250)
Other Expenses	680,980	701,410	1,688,990	987,580
Properties	3,000	2,940	3,000	60
Debt Service	122,250	119,680	0	(119,680)
Operating Total	4,520,800	4,586,480	5,623,490	1,037,010
Operating Budget Restricted				
Personnel Services	456,770	460,560	604,080	143,520
Employee Benefits	157,160	169,650	207,080	37,430
Other Expenses	436,160	436,630	430,300	(6,330)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,050,090	1,066,840	1,241,460	174,620
Internal Service Funds	0	0	0	0
Total	5,570,890	5,653,320	6,864,950	1,211,630
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	935,900	973,600	1,107,100	133,500
Total Full-time Equivalent Positions	52.00	52.00	55.48	3.48

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
206,870	3.48	All Funds	This program reflects an all funds increase which is primarily due to increases in personnel and employee benefits costs. The increase in FTE is attributable to the addition of several nursing positions to this program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
750,000	0.00	General Fund	This represents the transfer of the leveraged funding provided to the Center for Closing the Health Gap from the Department of Community and Economic Development to the Cincinnati Health Department.
4,760	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
250,000	0.00	General Fund	This represents an increase of leveraged funding provided to the Center for Closing the Health Gap.

Program 2: Health Centers

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	4,982,450	4,176,330	4,248,370	72,040
Employee Benefits	1,608,380	1,430,450	1,398,580	(31,870)
Other Expenses	74,730	75,070	3,900	(71,170)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,665,560	5,681,850	5,650,850	(31,000)
Operating Budget Restricted				
Personnel Services	6,167,600	6,264,220	7,283,500	1,019,280
Employee Benefits	2,565,470	2,751,700	2,845,180	93,480
Other Expenses	5,660,290	5,719,530	6,065,020	345,490
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	14,393,360	14,735,450	16,193,700	1,458,250
Internal Service Funds	0	0	0	0
Total	21,058,920	20,417,300	21,844,550	1,427,250
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	19,286,660	20,097,200	21,327,000	1,229,800
Total Full-time Equivalent Positions	181.70	181.70	181.98	0.28

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,427,250	0.28	All Funds	This program reflects an all funds increase which is primarily due to an increase in personnel costs due to a reduction in position vacancy savings and increases for medical supplies and software licenses.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(499,840)	(4.00)	General Fund	This represents the transfer of four (4) positions from the General Fund to Special Revenue Funds.
182,810	1.00	Health Network	
53,350	1.00	Health Services	
162,310	1.00	State Health Program Income	
101,370	1.00	Federal Health Program Income	

Program 3: Community Health and Environmental Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	2,176,450	2,161,010	2,255,550	94,540
Employee Benefits	826,500	872,050	922,080	50,030
Other Expenses	238,270	236,970	255,450	18,480
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,241,220	3,270,030	3,433,080	163,050
Operating Budget Restricted				
Personnel Services	1,405,870	1,421,410	1,577,210	155,800
Employee Benefits	443,830	473,620	535,650	62,030
Other Expenses	1,128,520	1,149,210	977,520	(171,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,978,220	3,044,240	3,090,380	46,140
Internal Service Funds	0	0	0	0
Total	6,219,440	6,314,270	6,523,460	209,190
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,539,400	3,660,400	3,676,500	16,100
Total Full-time Equivalent Positions	73.47	73.47	74.45	0.98

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
209,190	0.98	All Funds	This program reflects an all funds increase which is primarily due to an increase in personnel costs due to a reduction in reimbursements which is partially offset by a reduction in expert services.

Program 4: Maternal and Infant Health

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,153,760	1,147,210	1,051,340	(95,870)
Employee Benefits	410,560	436,490	411,280	(25,210)
Other Expenses	9,810	9,790	15,000	5,210
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,574,130	1,593,490	1,477,620	(115,870)
Operating Budget Restricted				
Personnel Services	2,763,490	2,805,890	2,857,230	51,340
Employee Benefits	1,082,860	1,169,910	1,190,790	20,880
Other Expenses	1,454,980	1,456,580	1,275,420	(181,160)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,301,330	5,432,380	5,323,440	(108,940)
Internal Service Funds	0	0	0	0
Total	6,875,460	7,025,870	6,801,060	(224,810)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,659,600	5,885,650	5,276,590	(609,060)
Total Full-time Equivalent Positions	80.03	80.03	79.42	(0.61)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(232,050)	(0.61)	All Funds	This program reflects an all funds decrease which is primarily due to an increase in position vacancy savings and a reduction in contractual services.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
7,240	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 5: School & Adolescent Health

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	569,500	567,240	596,590	29,350
Employee Benefits	242,900	251,790	230,080	(21,710)
Other Expenses	23,050	23,100	19,500	(3,600)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	835,450	842,130	846,170	4,040
Operating Budget Restricted				
Personnel Services	3,667,400	3,728,720	3,835,850	107,130
Employee Benefits	1,371,010	1,475,170	1,419,490	(55,680)
Other Expenses	756,340	749,630	949,000	199,370
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,794,750	5,953,520	6,204,340	250,820
Internal Service Funds	0	0	0	0
Total	6,630,200	6,795,650	7,050,510	254,860
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,570,000	1,633,000	1,588,000	(45,000)
Total Full-time Equivalent Positions	81.50	81.50	85.70	4.20

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
254,860	4.20	All Funds	This program reflects an all funds increase which is primarily due to an increase in personnel and employee benefits costs and an increase in software licensing costs which is partially offset by an increase in position vacancy savings. The increase in FTE is attributable to an increase in nursing related positions and the addition of an Optometrist position.

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Thriving & Healthy Neighborhoods

Health and Wellness. The Health Department works to improve the health and wellness of all who work, live, or play in Cincinnati. The majority of the programs focus on providing needed services in low income, medically underserved neighborhoods.

Milestones for Success:

- Infant Vitality- CHD will work with its many partners to achieve an Infant Mortality rate of 9.9 or less in every zip code within the City of Cincinnati.
- Improved Life Expectancy- CHD has identified the Cincinnati neighborhoods with low life expectancy. CHD will collaborate with its many partners to bring additional resources into these neighborhoods in a long term effort to increase life expectancy.
- Lead Poisoning Prevention**-** This program is a dual effort to both expand lead testing of children to identify those that are lead poisoned while identifying and abating lead hazards in residential housing.
- Environmental Health Programs- The pro-active Healthy Homes program initiated by the environmental group identifies hazards in the home and the steps to abate the problem.
- Community Based Health Center – CHD plans to add Behavioral Health Services to its scope of service during the fiscal year.
- School Based Health Centers- The program will add two new school based health centers during the next fiscal year bringing the total school based sites to 13.
- School Nursing Program- The School Nurses provide care daily including: emergency care for seizures, asthma, low blood sugar, mental health crises; medication monitoring & administration, screenings, clinical assessments, care coordination & referrals, immunizations including flu, communicable disease response (pertussis, Shigella, flu, etc.) and emergency preparedness.
- Health promotions - The Creating Healthy Communities Program is a collaborative approach to policy, system and environmental changes that support local population health.
- Women, Infants, & Children (WIC)- The WIC program serves pregnant, breastfeeding, and postpartum women, infants, and children throughout Hamilton County to provide access to nutrition services, nutrition education, breastfeeding education, and other support services. Expanding the WIC program will increase Infant Vitality and Life Expectancy.

Performance Indicators

- The infant mortality rate in each zip code
- Life expectancy improvement in low income neighborhoods
- The number of children being tested for lead poisoning

- The number of lead contaminated properties being abated
- Add Behavioral Health Service to the FQHC scope of service
- Open 2 new school based sites
- Increase the number of residents utilizing the WIC program

Fiscal Sustainability & Strategic Investment

Business Plan. Develop a business plan to provide the Health Department staff with the training, information technology tools, and funding to operate and expand their programs.

Milestones for Success:

- Continual Investment in Information Technology- This investment included both hardware (desktop and mobile devices) and software applications to lower costs and to improve efficiency. The Health Department will continue on its path to utilize outside hosted applications for major software applications.
- Workforce Development- CHD has identified two major focal points for the immediate future: improve customer service and provide comprehensive training for managers. Improving performance in these two areas will have a tremendous impact on program outcomes, customer satisfaction, and operational efficiency.
- Keeping pace with evolving health care payment systems- CHD plans to be a leader in the State of Ohio in negotiating incentive payments with Ohio Medicaid and the Medicaid Managed Care plans. The key ingredient in this plan is the cooperative venture initiated by the Ohio Association of Community Health Centers.
- Collaboration with internal and external partners- Key external partners in developing a community wide health strategy are UC Health and Children's Hospital. CHD also will be seeking to extend its collaboration with other city departments: Fire, Recreation, Police, Building Inspections, and others.
- Public Health Accreditation- The accreditation process includes developing a long term strategic plan for coordinating all health department programs to improve the health and wellness of those who live, work, and play in Cincinnati. All of the above milestones mentioned under all sections are key components of CHD's strategic plan.

Performance Indicators

- Department wide training for customer service
- Develop incentive payment arrangements with Ohio Medicaid Managed Care companies
- Meet out internal timelines on obtaining public health accreditation
- Implement new software applications for Community Nursing software applications for Community Nursing and Children with Medical Handicaps.

Safer Streets

Active Living. The Active Living component of Creating Healthy Communities (CHC), part of the Health Promotion and Worksite Wellness Program creates safer streets by reducing neighborhood crime, improving pedestrian mobility and interaction with traffic, and supporting alternative transportation options for traffic reduction. Efforts are focused on the neighborhoods of Winton Hills/Spring Grove, Southwest Mill Creek Corridor, and Evanston.

Milestones for Success:

- Crime Prevention through Environmental Design- (CPTED)- The program will continue education of communities on the strategies behind CPTED while supporting communities who implement CPTED strategies when possible and appropriate.

- Improved Community Walkability- The program will complete walking audits of CHC neighborhoods, assess barriers with mitigation when possible, recommend improvements to pedestrian infrastructure when possible, work for improved pedestrian mobility including increased access to public transit, healthy food, jobs and opportunities for physical activity, and continue support of Safe Routes to School.

- Alternative Transportation- The program offers support and expertise to local projects that support alternative transportation including public transit, trails, and bike infrastructure, continues education of communities about the benefits of using alternative transit including better health and traffic reduction, and specifically supports the Cincinnati Connects Plan which will improve transportation opportunities for each focus neighborhood as well as many others in the city.

Performance Indicators

- Number of CPTED strategies implemented

- Number of barriers mitigated to improve neighborhood walkability

- Number of improvements made to pedestrian infrastructure

- Number of alternative transit projects implemented

- Number of citizens using alternative transit

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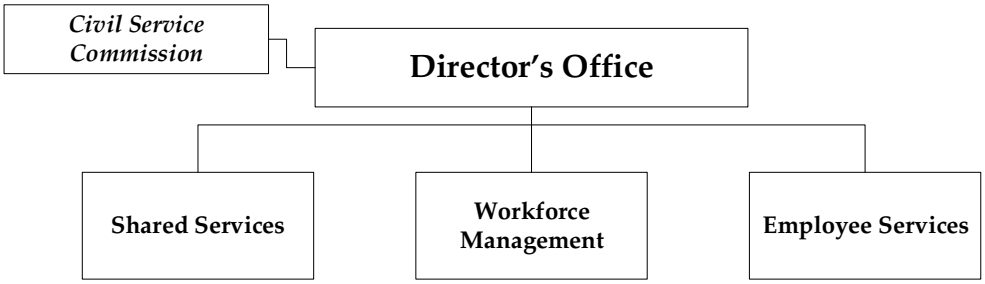
Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,123,840	1,169,070	1,176,050	6,980
Employee Benefits	337,760	387,880	343,930	(43,950)
Other Expenses	310,980	315,900	538,580	222,680
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,772,580	1,872,850	2,058,560	185,710
Operating Budget Restricted				
Personnel Services	222,960	228,910	220,560	(8,350)
Employee Benefits	58,570	66,780	69,330	2,550
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	281,530	295,690	289,890	(5,800)
Internal Service Funds	0	0	0	0
Total	2,054,110	2,168,540	2,348,450	179,910
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	22.10	23.10	22.10	(1.00)

Department Programs

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

Program Summaries

Program 1: Workforce Management

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	412,330	413,360	294,970	(118,390)
Employee Benefits	127,540	137,190	85,630	(51,560)
Other Expenses	107,280	108,780	363,130	254,350
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	647,150	659,330	743,730	84,400
Operating Budget Restricted				
Personnel Services	222,960	228,910	220,560	(8,350)
Employee Benefits	58,570	66,780	69,330	2,550
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	281,530	295,690	289,890	(5,800)
Internal Service Funds	0	0	0	0
Total	928,680	955,020	1,033,620	78,600
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.10	12.10	10.10	(2.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(146,400)	(2.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a reduction of 2.0 FTEs. One position was transferred to the Employee Services program and another was transferred to the Administration program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
150,000	0.00	General Fund	This increase represents a transfer of funds from the Cincinnati Police Department to the Department of Human Resources to cover all costs related to Police Recruit examinations and promotional examinations at each sworn rank.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
75,000	0.00	General Fund	This increase represents a transfer of funds from the Cincinnati Fire Department to the Department of Human Resources to cover all costs related to Fire Recruit examinations and promotional examinations at each sworn rank.

Program 2: Employee Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	256,930	258,190	343,410	85,220
Employee Benefits	78,030	85,220	105,960	20,740
Other Expenses	150,660	153,230	103,280	(49,950)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	485,620	496,640	552,650	56,010
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	485,620	496,640	552,650	56,010
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	5.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
111,010	1.00	All Funds	This program reflects an all funds increase, which is primarily related to an additional FTE that was transferred into this program from the Workforce Management program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(55,000)	0.00	General Fund	This represents a reduction in contractual services related to labor negotiations.

Program 3: Shared Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	264,490	311,300	279,730	(31,570)
Employee Benefits	80,980	110,860	81,340	(29,520)
Other Expenses	6,960	7,050	14,630	7,580
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	352,430	429,210	375,700	(53,510)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	352,430	429,210	375,700	(53,510)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	5.00	4.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(53,510)	(1.00)	All Funds	This program reflects an all funds decrease, which relates to the elimination of a new Human Resources Analyst position that was included in the Approved FY 2017 Budget but is not included in the proposed budget due to limited available resources.

Program 4: Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	190,090	186,220	257,940	71,720
Employee Benefits	51,210	54,610	71,000	16,390
Other Expenses	46,080	46,840	57,540	10,700
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	287,380	287,670	386,480	98,810
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	287,380	287,670	386,480	98,810
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	3.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
162,340	2.00	All Funds	This program reflects an all funds increase associated with two transferred positions from the Workforce Management program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(63,540)	(1.00)	General Fund	This represents the elimination of a vacant Human Resources analyst position that was transferred into the Administration program from the Workforce Management program.

Innovative Government

Enhance Citywide HR Service Delivery Model. Continue the work in streamlining, standardizing, and integrating HR processes and procedure across the City's structure to align with the Priority Goals of the City Manager in ensuring departmental human capital needs are met.

Milestones for Success:

- Complete an Innovation Lab exercise for primary departmental agencies to further identify inefficiencies and streamline processes and resources across the City's system
- Educate and implement the enhanced model of operation with targeted performance goals for each of the HR field agencies
  - Conduct HR Liaison training
  - Update Standard Operating Procedures and Policies
  - Update Civil Service Rules and Regulations
  - Adopt new method of operation
- Develop an HR Monthly Scorecard to track agency performance
- Evaluate and monitor performance

Performance Indicators:

- Number of approved budgeted positions
- Number of approved personnel requisitions
- Number of positions posted within 15 days of the approved personnel requisition
- Number of positions posted within 15 days of the approved personnel requisition
- Number of consecutive eligible list created prior to the expiration date
- Number of positions filled within 120 days from date of approved personnel requisitions
- Number of temporary personnel used in 30 day increments
- Number of HR Liaisons trained on new model
- Number of HR Liaisons rated as meeting the target of 90 days
- Percent of Civil Service Rules rewritten

System-wide Classification and Compensation Study. The goal of the system-wide classification and compensation study priority is to ensure a sustainable, marketable pay plan structure.

Milestones for Success:

- Establish an RFI to determine the cost for a system-wide classification and compensation study
- Develop a committee for the creation of an RFP for the project scope
  - Committee will establish scope of services and timeline for initiative
  - Issuance of RFP
  - Review of RFP
  - Vendor Selection and On-boarding
- Project Plan approved and implemented
  - Key targets/deliverables identified
  - Project updates reviewed and monitored
- Project Completion
  - Final Report issued and presented to key stakeholders

Performance Indicators:

- Number of key project targets/deliverables
- Number of key project targets/deliverables met

Fiscal Sustainability and Strategic Investment

Upgrade of the Cincinnati Human Resources Information System (CHRIS). The goal of the CHRIS upgrades and technology efficiencies priority is to ensure technical support of the City's current Human Resources Information System and a streamlined mechanism of operation. In 2018, the current version of the City's system will no longer be supported.

Milestones for Success:

- Issue, evaluate, and award RFP for the CHRIS Upgrade
- Implement project plan for the CHRIS Upgrade and ensure key targets are met
- Develop a targeted strategy to bring current CHRIS users on-line with payroll advices

- Implement targeted strategy to include the creation of policies, training modules and manuals to support the transition to direct deposit/payroll debit cards
- A bi-weekly tracking mechanism for CHRIS Errors will be developed, tracked and monitored

Performance Indicators:

- Total Number of CHRIS Users
- Number of Employees trainer to access on-line payroll advices
- Number of Employees receiving on-line payroll advices
- Number of New Hires on Direct Deposit/Payroll Debit Cards
- Percent of CHRIS upgrade completed
- Number of CHRIS Errors per bi-weekly pay-period
- Number of CHRIS Entry Errors with a dollar value greater than $100

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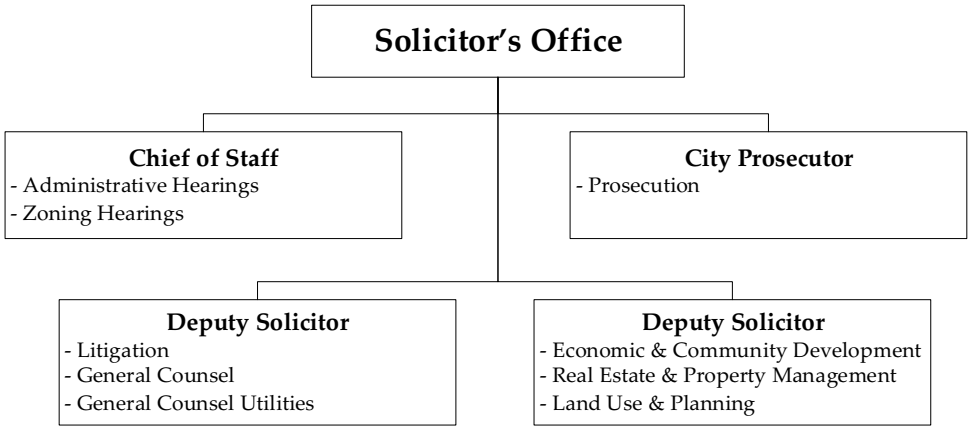
Law

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 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	4,342,580	4,410,680	4,628,870	218,190
Employee Benefits	1,401,720	1,548,640	1,491,740	(56,900)
Other Expenses	644,190	655,090	622,930	(32,160)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,388,490	6,614,410	6,743,540	129,130
Operating Budget Restricted				
Personnel Services	172,280	175,390	258,960	83,570
Employee Benefits	26,860	31,860	70,320	38,460
Other Expenses	6,930	7,210	7,210	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	206,070	214,460	336,490	122,030
Internal Service Funds	557,350	459,140	458,160	(980)
Total	7,151,910	7,288,010	7,538,190	250,180
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,140,000	2,140,000	2,000,000	(140,000)
Total Full-time Equivalent Positions	77.00	78.20	81.20	3.00

Department Programs

1. Administration
2. Civil Litigation
3. Administrative Hearings
4. Community Prosecution
5. Economic and Community Development
6. General Counsel
7. Labor and Employment
8. Prosecution
9. Property Management and Real Estate

Program Summaries

Program 1: Administration

Description: The Administration and Support Services Division provides all non-attorney support to the department including clerical, personnel, claims, assessment, and budget matters.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	464,170	464,920	427,680	(37,240)
Employee Benefits	108,630	117,180	82,510	(34,670)
Other Expenses	14,350	14,590	14,840	250
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	587,150	596,690	525,030	(71,660)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	110,000	0	0	0
Total	697,150	596,690	525,030	(71,660)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	390,000	390,000	500,000	110,000
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(71,660)	0.00	All Funds	This program reflects an all funds decrease due to reduced personnel and benefit costs. The FTE for this program is unchanged when compared to the Approved FY 2017 Budget.

Program 2: Civil Litigation

Description: The Civil Litigation Section represents the City in civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, and investigates and processes claims related to damages to property filed by citizens.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	803,310	919,140	1,009,690	90,550
Employee Benefits	334,330	418,170	387,630	(30,540)
Other Expenses	194,710	197,990	196,420	(1,570)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,332,350	1,535,300	1,593,740	58,440
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	45,000	45,000	45,000	0
Total	1,377,350	1,580,300	1,638,740	58,440
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	650,000	650,000	0	(650,000)
Total Full-time Equivalent Positions	17.00	18.20	19.20	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
36,970	1.00	All Funds	This program reflects an all funds increase, which relates to personnel (salary) expenses. As part of the Approved FY 2016 Budget, City Council added four positions to the Civil Litigation Program. The FY 2017 Budget Update includes the restoration of 1.0 FTE, which is an Assistant City Solicitor position. This position was eliminated in the Approved FY 2017 Budget for cost savings.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents increased funding for the Law Department's personnel services provided to the Police Department.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(3,530)	0.00	General Fund	This represents holding a part-time Law Clerk position vacant in FY 2017.

Program 3: Administrative Hearings

Description: To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	237,260	239,200	248,100	8,900
Employee Benefits	85,240	92,370	92,510	140
Other Expenses	51,850	52,730	50,380	(2,350)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	374,350	384,300	390,990	6,690
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	374,350	384,300	390,990	6,690
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,100,000	1,100,000	1,500,000	400,000
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
6,690	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and benefit costs. The FTE for this program matches the Approved FY 2017 Budget.

Program 4: Community Prosecution

Description: Coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of the community.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	74,270	74,850	86,890	12,040
Employee Benefits	17,370	19,560	30,390	10,830
Other Expenses	9,070	9,220	5,570	(3,650)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	100,710	103,630	122,850	19,220
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	100,710	103,630	122,850	19,220
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
19,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to increasing personnel and benefit costs. The 1.0 FTE for this program is the same as included in the Approved FY 2017 Budget.

Program 5: Economic and Community Development

Description: Provide City agencies with legal advice and consultation related to publicly assisted economic development activities and provide legal services for the acquisition and disposition of City-owned real estate.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	505,460	519,020	480,700	(38,320)
Employee Benefits	112,410	126,880	136,140	9,260
Other Expenses	62,580	63,620	58,990	(4,630)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	680,450	709,520	675,830	(33,690)
Operating Budget Restricted				
Personnel Services	122,630	124,700	230,160	105,460
Employee Benefits	27,570	30,420	63,060	32,640
Other Expenses	3,550	3,690	3,690	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	153,750	158,810	296,910	138,100
Internal Service Funds	0	0	0	0
Total	834,200	868,330	972,740	104,410
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	12.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
185,920	2.00	All Funds	This program reflects a net increase, which is related to salary and benefits for two FTEs that were transferred from the General Counsel program in the FY 2017 Budget Update. The addition of the two positions, Chief Counsel and a Senior Assistant City Solicitor, result in a 2.0 FTE increase when compared to the Approved FY 2017 Budget.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(81,510)	0.00	General Fund	This reduction represents holding a Senior Assistant City Solicitor position vacant in FY 2017.

Program 6: General Counsel

Description: Provide legal advice, opinions, and legislation to the City Administration, to all departments under the City Manager, and to City Boards and Commissions. This section also provides legal services to City Council, including committee staff coverage.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	648,230	571,600	543,520	(28,080)
Employee Benefits	223,320	205,840	183,620	(22,220)
Other Expenses	124,930	127,140	119,680	(7,460)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	996,480	904,580	846,820	(57,760)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	996,480	904,580	846,820	(57,760)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	8.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(137,720)	(2.00)	All Funds	This program reflects an all funds decrease, which is due to reduced personnel expenditures related to 2.0 FTEs that were transferred to the Economic and Community Development program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents increased funding for the Law Department's personnel services provided to the Police Department.
54,960	1.00	General Fund	This represents an addition of 1.0 FTE Paralegal in the Office of General Counsel.

Program 7: Labor and Employment

Description: Represent all City departments on charges filed before the Equal Opportunity Commission and the Ohio Civil Rights Commission, and provide legal staffing for the Civil Service Commission and the City's collective bargaining team.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	373,410	377,070	261,250	(115,820)
Employee Benefits	117,450	128,440	90,810	(37,630)
Other Expenses	72,340	73,540	66,470	(7,070)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	563,200	579,050	418,530	(160,520)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	563,200	579,050	418,530	(160,520)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	3.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(160,520)	(1.00)	All Funds	This program reflects an all funds decrease, which is due to a transfer of 1.0 FTE from this program to the General Counsel program.

Program 8: Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,236,470	1,244,880	1,571,040	326,160
Employee Benefits	402,970	440,200	488,130	47,930
Other Expenses	114,360	116,260	110,580	(5,680)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,753,800	1,801,340	2,169,750	368,410
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	1,753,800	1,801,340	2,169,750	368,410
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	22.00	22.00	24.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
235,310	0.00	All Funds	This program reflects an all funds increase. The increase is due to increased personnel expenses related to the elimination of position vacancy allowance (PVA), as well as increased salary and benefit expenses related to the 22.0 FTEs in the program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents increased funding for the Law Department's personnel services provided to the Police Department.
108,110	2.00	General Fund	This represents increased FTE as a result of the Police Department's deployment of 700 body worn cameras in FY 2017. In order to manage the increased workload, the Law Department will require two additional Legal Assistants who will be responsible for processing the evidence created by the body cameras.

Program 9: Property Management and Real Estate

Description: Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate and acquire all real property needed by the City.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	49,650	50,690	28,800	(21,890)
Employee Benefits	(710)	1,440	7,260	5,820
Other Expenses	3,380	3,520	3,520	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	52,320	55,650	39,580	(16,070)
Internal Service Funds	402,350	414,140	413,160	(980)
Total	454,670	469,790	452,740	(17,050)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(16,070)	0.00	All Funds	This program reflects an all funds decrease in personnel expenses, which is due to an increase in reimbursements. The 6.0 FTEs assigned to this program remains the same as in the Approved FY 2017 Budget.

Safer Streets

Strategic Partnerships with USAO and Vacant Property Task Force. The law department is partnering with the United States Attorney's Office and the Vacant Property Task Force to collaborate with and leverage the work of other agencies to achieve the key priorities of Safer Streets and Thriving and Healthy Neighborhoods.

Milestones for Success:

- Increased federal gun prosecutions
- Increased abatement of nuisance properties
- Increased participation in Vacant Property Task Force advocacy for urban-oriented property maintenance related legislation at the state level

Performance Indicators:

- Total number of gun prosecutions by SAUSAs
- Total number of nuisance matters resolved through Vacant Property Task Force

Innovative Government

Electronic Prosecution. The Electronic Prosecution initiative is the Solicitor's program to move misdemeanor prosecution to a paperless platform

Milestones for Success:

- Technology hardware upgrades for each courtroom
- Prosecutor training for new software, cloud evidence access and body worn camera technology upgrades

Performance Indicators:

- Courtrooms upgraded
- Prosecutors trained

Fiscal Sustainability & Strategic Investment

Manage the expiration of the MSD 1968 Agreement. The 1968 Agreement between the City and the County regarding the management and operations of the Metropolitan Sewer District will expire in 2018. In order to maintain seamless operations of the sewer system, the agreement will need to be extended, re-negotiated or concluded. A conclusion will require that the assets and liabilities are equitably divided and a new system established to address the sewer needs of the City and to ensure compliance with the Federal Consent Decree.

Milestones for Success:

- Continuous operations of the district
- Compliance with Consent Decree milestones
- Preservation of city assets

Performance Indicators:

- Inventory of city assets
- Stakeholder engagement sessions
- Penalties incurred as a result of failure to meet consent decree milestones

Collections. The law department's collections section has added staff, technology, and training to increase City-wide collections and streamline the City's processes for debt collection.

Milestones for Success:

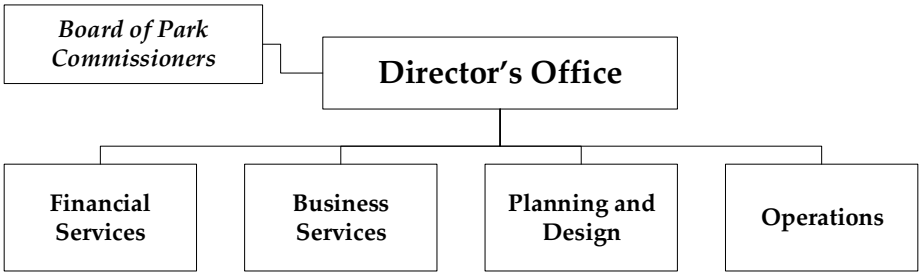
- Implement outside counsel contract with accompanying software upgrades for City internal process.
- Implement city-wide debt collection process to prioritize efficient debt collection.
- Maximize year over year return on collectible city debt based on best practices for government debt collection.

Performance Indicators:

- Total referrals to Law
- Total cases in litigation
- Total amount collected

Parks

The mission of the Department of Parks is to conserve, manage, sustain, and enhance parks' natural and cultural resources and public green spaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	4,700,850	4,646,590	4,441,110	(205,480)
Employee Benefits	1,159,600	1,229,040	1,437,320	208,280
Other Expenses	3,254,140	3,282,320	2,897,480	(384,840)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	9,114,590	9,157,950	8,775,910	(382,040)
Operating Budget Restricted				
Personnel Services	3,471,510	3,515,080	3,956,220	441,140
Employee Benefits	1,503,210	1,551,960	1,484,710	(67,250)
Other Expenses	2,391,630	2,400,130	2,821,680	421,550
Properties	30,000	30,000	30,000	0
Debt Service	0	0	0	0
Operating Total	7,396,350	7,497,170	8,292,610	795,440
Internal Service Funds	0	0	0	0
Total	16,510,940	16,655,120	17,068,520	413,400
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,857,360	1,857,360	2,578,000	720,640
Total Full-time Equivalent Positions	244.45	244.45	244.45	0.00

Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Explore Nature
8. Facility Maintenance
9. Customer Service

Program Summaries

Program 1: Director's Office

Description: The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	173,310	171,130	173,870	2,740
Employee Benefits	48,160	51,670	54,160	2,490
Other Expenses	680	690	710	20
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	222,150	223,490	228,740	5,250
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	222,150	223,490	228,740	5,250
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,250	0.00	All Funds	This program reflects a slight General Fund increase, which is primarily the result of additional personnel and benefit costs.

Program 2: Operations & Facility Management

Description: This program provides the ongoing maintenance of the park system, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	3,233,030	3,199,670	2,967,450	(232,220)
Employee Benefits	858,100	896,440	989,290	92,850
Other Expenses	2,411,350	2,438,540	2,068,970	(369,570)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,502,480	6,534,650	6,025,710	(508,940)
Operating Budget Restricted				
Personnel Services	2,391,670	2,424,050	2,826,010	401,960
Employee Benefits	1,096,050	1,122,890	1,100,660	(22,230)
Other Expenses	695,990	711,660	1,078,090	366,430
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,183,710	4,258,600	5,004,760	746,160
Internal Service Funds	0	0	0	0
Total	10,686,190	10,793,250	11,030,470	237,220
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	762,000	762,000	1,507,500	745,500
Total Full-time Equivalent Positions	177.75	177.75	177.75	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
208,220	0.00	All Funds	This program reflects a net increase, which is primarily the result of additional personnel costs in the Sawyer Point and Cincinnati Riverfront Fund as well as a standard inflationary increase to non-personnel line items.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
29,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(523,560)	0.00	General Fund	This represents a shift in expenses from the General Fund to various special revenue funds within the Parks Department.
223,560	0.00	Sawyer Point	
200,000	0.00	Cincinnati Riverfront Park	
100,000	0.00	Park Lodge/ Pavilion Deposits	

Program 3: Urban Forestry

Description: This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	504,980	508,550	537,370	28,820
Employee Benefits	186,210	200,880	189,190	(11,690)
Other Expenses	1,165,840	1,151,060	1,139,370	(11,690)
Properties	30,000	30,000	30,000	0
Debt Service	0	0	0	0
Operating Total	1,887,030	1,890,490	1,895,930	5,440
Internal Service Funds	0	0	0	0
Total	1,887,030	1,890,490	1,895,930	5,440
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,440	0.00	All Funds	The Urban Forestry program reflects a slight increase, which is primarily the result of additional personnel needs in the Street Tree Assessment Fund.

Program 4: Planning & Design

Description: This program provides for ongoing capital improvements to all park infrastructure assets. It also is responsible for implementing the Park Board's overall Master Plan.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	50,910	42,670	82,700	40,030
Employee Benefits	(49,210)	(43,140)	(25,350)	17,790
Other Expenses	1,800	1,830	1,840	10
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,500	1,360	59,190	57,830
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	3,500	1,360	59,190	57,830
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.50	6.50	6.50	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
57,830	0.00	All Funds	This program reflects a General Fund increase, which is primarily the result of a reduction in personnel reimbursements for work on capital projects.

Program 5: Financial & Business Services

Description: This program provides for the financial and business oversight for the Park Board, which includes budgeting, finance, human resources, safety, training, procurement, technology, and oversight of the department's utilities, phones, and sewer charges.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	439,710	439,790	444,450	4,660
Employee Benefits	123,900	136,980	149,920	12,940
Other Expenses	663,730	662,770	644,080	(18,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,227,340	1,239,540	1,238,450	(1,090)
Operating Budget Restricted				
Personnel Services	116,430	118,060	103,300	(14,760)
Employee Benefits	57,590	60,310	57,260	(3,050)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	174,020	178,370	160,560	(17,810)
Internal Service Funds	0	0	0	0
Total	1,401,360	1,417,910	1,399,010	(18,900)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	177,000	177,000	30,000	(147,000)
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(18,900)	0.00	All Funds	This program reflects a slight all funds decrease, which is primarily related to a reduction in personnel costs in the Income Tax-Infrastructure Fund.

Program 6: Krohn Conservatory

Description: This program manages the ongoing operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	226,560	223,950	217,850	(6,100)
Employee Benefits	42,960	44,160	79,490	35,330
Other Expenses	18,290	18,640	20,200	1,560
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	287,810	286,750	317,540	30,790
Operating Budget Restricted				
Personnel Services	338,430	342,020	355,950	13,930
Employee Benefits	121,180	125,600	109,010	(16,590)
Other Expenses	309,200	312,800	381,160	68,360
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	768,810	780,420	846,120	65,700
Internal Service Funds	0	0	0	0
Total	1,056,620	1,067,170	1,163,660	96,490
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	543,500	543,500	576,500	33,000
Total Full-time Equivalent Positions	14.50	14.50	14.50	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
93,490	0.00	All Funds	The Krohn Conservatory program reflects an all funds increase, which is primarily the result of an increase in contractual service needs related to event marketing in the Krohn Conservatory Fund. Changes in the General Fund and Income Tax-Infrastructure Fund are primarily related to increased employee benefit costs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
3,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 7: Explore Nature

Description: This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels. The program also provides for enhanced awareness of nature.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	334,520	330,800	331,190	390
Employee Benefits	88,320	92,510	107,630	15,120
Other Expenses	29,590	28,980	29,380	400
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	452,430	452,290	468,200	15,910
Operating Budget Restricted				
Personnel Services	120,000	122,400	133,590	11,190
Employee Benefits	42,180	42,280	28,590	(13,690)
Other Expenses	23,060	23,370	23,370	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	185,240	188,050	185,550	(2,500)
Internal Service Funds	0	0	0	0
Total	637,670	640,340	653,750	13,410
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.20	15.20	15.20	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
13,410	0.00	All Funds	The Explore Nature program reflects a slight net increase, which is primarily the result of increased employee benefit costs in the General Fund.

Program 8: Facility Maintenance

Description: This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	46,170	43,550	36,430	(7,120)
Employee Benefits	(4,760)	(5,610)	17,190	22,800
Other Expenses	110,860	112,730	114,540	1,810
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	152,270	150,670	168,160	17,490
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	152,270	150,670	168,160	17,490
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
17,490	0.00	All Funds	The Facility Maintenance program reflects a General Fund increase, which is primarily the result of additional employee benefit costs.

Program 9: Customer Service

Description: This program provides oversight of customer service requests and special permitting, manages the rental process of park sites including premier facilities, and provides staffing at park concerts and events.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	196,640	195,030	187,170	(7,860)
Employee Benefits	52,130	56,030	64,990	8,960
Other Expenses	17,840	18,140	17,760	(380)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	266,610	269,200	269,920	720
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	197,540	201,240	199,690	(1,550)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	197,540	201,240	199,690	(1,550)
Internal Service Funds	0	0	0	0
Total	464,150	470,440	469,610	(830)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	374,860	374,860	464,000	89,140
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(830)	0.00	All Funds	The Customer Service program reflects a slight decrease, which is primarily the result of reduced needs related to contractual services.

Thriving & Healthy Neighborhoods

Clean, Safe, Reliable, Green, Beautiful, and Enriching parks, greenspaces, and managed infrastructure within our allotted resources and according to the Park Board's established maintenance schedules and Business Plan. The goal is to provide a park system that encourages community engagement, enhances the overall quality of life, maintains public spaces that foster social cohesion, and leverages neighborhood revitalization.

Milestones for Success:

- Meet our maintenance schedule for the system – mowing, trimming, litter control, cleaning, pruning, hazard abatement, building maintenance, playground safety, water testing, urban forestry, trail maintenance, floral beds, evasive species control, flood remediation, and utility management.
- Engage the community through volunteer opportunities.
- Provide activities (concerts, events, and programs) throughout the park system
- Collaborate with Park Advisory Councils to provide volunteer support through "Green Up Days" and other community events i.e., removing evasive species.

Performance Indicators

- Volunteer Hours
- Concerts/Events/Programs
- Met Maintenance Schedule
- Customer Complaints

Sustain and enhance the Urban Forestry Street Tree Program in an environmentally appropriate manner maintaining 1/6 of City street trees annually on a six-year cycle. This priority provides for a thriving and health street tree system throughout the City's 52 neighborhoods. The Street Tree Program is made up of over 80,000 trees and provides for an increased urban tree canopy throughout the City.

Milestones for Success:

- Meet our maintenance schedule for the Street Tree Program of maintaining 1/6 of the canopy each year – pruning, removing, stump grinding, re-planting, and handling all emergency calls
- Engage the Street Tree Assessment process each year and completing it by September 7
- Continue to be recognized as a Tree City U.S.A. recipient
- Continue to be recognized as a Growth City recipient

Performance Indicators

- Maintain 1/6 of street trees every six years
- Customer Complaints

Provide proper level of capital maintenance through the annual capital infrastructure project to minimize the over $58 million of deferred maintenance throughout the park system. This priority provides the ongoing infrastructure capital maintenance funding to meet all capital/infrastructure needs throughout the park system i.e., roadways, lighting, trails, roofs, HVAC, electrical systems, utilities, green infrastructure, walks, steps, retaining walls, pavilions, shelters, playgrounds, fountains, painting, energy (solar/wind), building envelopes, glazing, and more.

Milestones for Success:

- Continue to educate the "Why" behind the need for a minimum of $4,000,000 a year to begin to address deferred capital maintenance.
- Work with Purchasing to assist with the management of capital and short term infrastructure needs.

Performance Indicators

- Deferred Capital Maintenance

Facility Maintenance Program. This priority provides facility maintenance to all facilities and structures within the park system. They perform routine preventive maintenance tasks, address emergency maintenance situations, in the following fields – HVAC, electrical, plumbing, carpentry, minor repairs to playgrounds, shelters, steps, walkways, graffiti, signage, and more.

Milestones for Success:

- Based on resources and data analytics update and manage the program so that capital and operating funding can be maintained if not increased each year. In addition, staff will monitor and collect data to determine if emergency needs are increasing due to inadequate funding of our maintenance needs.
- Provide adequate funding for materials and supplies

Performance Indicators

- Preventive Maintenance tasks
- Repairs and Maintenance requests

Growing Economy

Provide support to all the revenue generating infrastructure and programs. This priority is important to assure adequate reimbursement funds are available to support the parks annual budget needs due to a decreasing support from the General Fund.The Park Board has several programs that generate revenue that helps offset the need for taxpayer dollars. The following are the revenue producing programs: Krohn Conservatory, Waterfront Parks (Public Landing, Yeatman's Cove, Bicentennial Commons, Sawyer Point), Smale Riverfront Park, Explore Nature, Park Rentals, Special Use Permits, and Parking.

Milestones for Success:

- These programs need capital maintenance dollars so that the facilities are always in the best shape possible to maximize customer satisfaction and generate the most revenue possible.
- The need for Park Board staff to utilize social media to continue to market the above programs, sites, and opportunities.

Performance Indicators

- Customer Satisfaction Surveys

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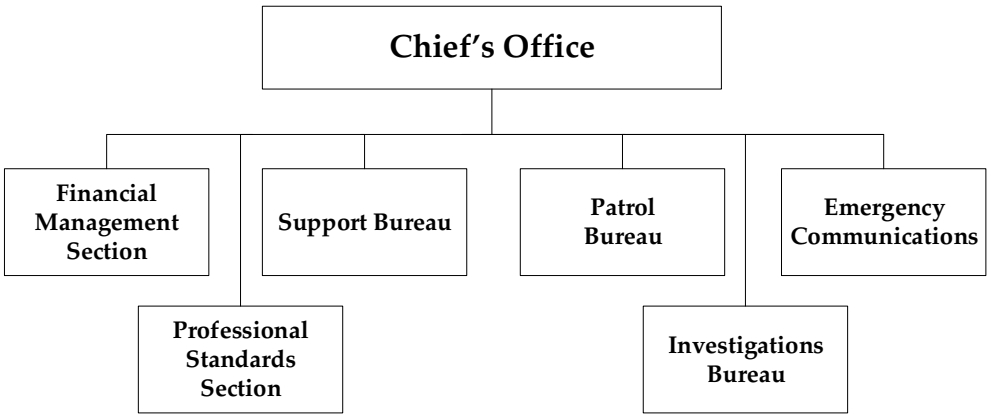
Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	86,739,650	88,699,790	94,444,400	5,744,610
Employee Benefits	32,885,960	33,956,490	36,706,230	2,749,740
Other Expenses	12,560,480	12,610,450	12,829,080	218,630
Properties	0	0	0	0
Debt Service	610,560	608,570	0	(608,570)
Operating Total	132,796,650	135,875,300	143,979,710	8,104,410
Operating Budget Restricted				
Personnel Services	0	0	900,000	900,000
Employee Benefits	0	0	0	0
Other Expenses	463,630	100,000	1,165,000	1,065,000
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	463,630	100,000	2,065,000	1,965,000
Internal Service Funds	0	0	0	0
Total	133,260,280	135,975,300	146,044,710	10,069,410
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,933,000	2,933,000	3,524,500	591,500
Total Full-time Equivalent Positions	1,219.73	1,229.73	1,361.73	132.00

Department Programs

1. Emergency Communications Center
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

Program Summaries

Program 1: Emergency Communications Center

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	6,012,880	6,012,880
Employee Benefits	0	0	2,591,580	2,591,580
Other Expenses	0	0	210,490	210,490
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	8,814,950	8,814,950
Operating Budget Restricted				
Personnel Services	0	0	900,000	900,000
Employee Benefits	0	0	0	0
Other Expenses	0	0	376,000	376,000
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	1,276,000	1,276,000
Internal Service Funds	0	0	0	0
Total	0	0	10,090,950	10,090,950
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	1,300,000	1,300,000
Total Full-time Equivalent Positions	0.00	0.00	116.00	116.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,701,790	127.00	All Funds	This program reflects an all funds increase due to the reorganization and transfer of the Emergency Communications Center to the Cincinnati Police Department from the City Manager's Office. The increase in FTE is also due to the reorganization efforts.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
619,150	7.00	General Fund	This represents the addition of sworn supervisory positions as part of the department restructuring for the Emergency Communications Center.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(1,400,000)	(18.00)	General Fund	This represents the transfer of multiple positions from the Emergency Communications Center to the Cincinnati Fire Department as part of department restructuring.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
170,000	0.00	General Fund	This represents an increase in overtime to train Operators and Dispatchers on the newly installed Computer Aided Dispatch (CAD) system.

Program 2: Neighborhood Policing

Description: This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	55,429,730	58,340,160	58,538,980	198,820
Employee Benefits	20,237,140	21,453,860	21,722,440	268,580
Other Expenses	11,139,320	10,884,220	11,315,150	430,930
Properties	0	0	0	0
Debt Service	610,560	608,570	0	(608,570)
Operating Total	87,416,750	91,286,810	91,576,570	289,760
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	312,380	100,000	789,000	689,000
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	312,380	100,000	789,000	689,000
Internal Service Funds	0	0	0	0
Total	87,729,130	91,386,810	92,365,570	978,760
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	775,000	775,000	474,500	(300,500)
Total Full-time Equivalent Positions	680.73	730.73	754.73	24.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
978,760	24.00	All Funds	This program reflects an all funds increase which is primarily due to an increase in personnel and benefit costs for additional sworn officers and a decrease in position vacancy savings which is partially offset by a reduction in debt service payments, an increase in reimbursements from the 2015 COPS Hiring Grant, and a citywide decrease in employee benefits costs. The change in FTE in order to maintain current budget is due to additional sworn officers expected to graduate from Police Recruit Classes in FY 2017.

Program 3: Special Operations

Description: This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	5,883,140	5,769,060	5,772,800	3,740
Employee Benefits	2,357,650	2,356,430	2,422,760	66,330
Other Expenses	1,070	1,130	1,130	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	8,241,860	8,126,620	8,196,690	70,070
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	8,241,860	8,126,620	8,196,690	70,070
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	84.00	84.00	119.00	35.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
70,070	35.00	All Funds	This program reflects an all funds increase which is primarily due to increases in personnel and benefit costs. The change in FTE is due to the transfer of the fully reimbursed School Crossing Guards from the Operations Support program.

Program 4: Special Investigations

Description: This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	10,496,430	10,304,980	9,604,110	(700,870)
Employee Benefits	4,275,390	4,284,400	3,959,790	(324,610)
Other Expenses	9,110	9,300	9,300	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	14,780,930	14,598,680	13,573,200	(1,025,480)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	14,780,930	14,598,680	13,573,200	(1,025,480)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	156.00	156.00	143.00	(13.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,025,480)	(13.00)	All Funds	This program reflects an all funds decrease which is primarily due to a reduction in personnel and employee benefits costs due to the transfer of sworn officers to other functions and a citywide decrease in employee benefits costs. The change in FTE is due to the transfer of sworn officers to other functions.

Program 5: Operations Support

Description: This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	6,010,970	5,931,940	6,407,960	476,020
Employee Benefits	2,391,240	2,431,250	2,630,830	199,580
Other Expenses	10,980	52,000	1,170	(50,830)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	8,413,190	8,415,190	9,039,960	624,770
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	8,413,190	8,415,190	9,039,960	624,770
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	145.00	145.00	117.00	(28.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
265,770	(35.00)	All Funds	This program reflects an all funds increase which is primarily due to increases in personnel and benefits costs due to the transfer of sworn officers from other programs. The change in FTE is due to the transfer of the fully reimbursed School Crossing Guards to the Special Operations program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
412,290	7.00	General Fund	This represents the addition of staff needed for management and video redaction related to the Body Worn Camera System being implemented in the department.
(75,000)	0.00	General Fund	This reduction represents a transfer of funds to the Law Department to cover personnel services costs provided for the Police Department.
21,730	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 6: Personnel Training and Support

Description: This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	3,263,500	2,771,550	2,830,090	58,550
Employee Benefits	1,428,630	1,185,120	1,157,070	(28,050)
Other Expenses	604,240	907,610	466,240	(441,370)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,296,370	4,864,280	4,453,400	(410,870)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	151,250	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	151,250	0	0	0
Internal Service Funds	0	0	0	0
Total	5,447,620	4,864,280	4,453,400	(410,870)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	82.00	42.00	43.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(260,880)	1.00	All Funds	This program reflects an all funds decrease which is primarily due to a decrease in communications equipment costs and a citywide decrease in employee benefits costs. The change in FTE in order to maintain current services is due to the transfer of a sworn officer from another program.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(150,000)	0.00	General Fund	This reduction represents a transfer of funds to the Department of Human Resources to cover all costs related to Police Recruit examinations and promotional examinations at each sworn rank.

Program 7: Technology Support

Description: This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,424,360	1,415,990	1,397,640	(18,350)
Employee Benefits	548,410	580,120	557,590	(22,530)
Other Expenses	795,560	756,010	825,420	69,410
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,768,330	2,752,120	2,780,650	28,530
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	2,768,330	2,752,120	2,780,650	28,530
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	25.00	25.00	24.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
28,530	(1.00)	All Funds	This program reflects an all funds increase which is primarily due to increases for software licensing fees which is partially offset by the elimination of a civilian position. The change in FTE is due to the elimination of a civilian position during FY 2016.

Program 8: General Administration and Support

Description: This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	4,231,520	4,166,110	3,879,940	(286,170)
Employee Benefits	1,647,500	1,665,310	1,664,170	(1,140)
Other Expenses	200	180	180	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,879,220	5,831,600	5,544,290	(287,310)
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	5,879,220	5,831,600	5,544,290	(287,310)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,158,000	2,158,000	1,750,000	(408,000)
Total Full-time Equivalent Positions	47.00	47.00	45.00	(2.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(287,310)	(2.00)	All Funds	This program reflects an all funds decrease which is primarily due to a reduction in lump sum payments. The change in FTE is due to the transfer of sworn officers to other functions.

Safer Streets

Reduce Violent Crime. The goal is to reduce the number of homicides, felonious assaults and aggravated robberies by focusing efforts specifically on gun violence. These efforts include mitigating the violence committed by organized groups and affecting the places/locations that contribute to these activities. Based upon historical data, it would be reasonable to expect a 5 – 10% reduction in violent crime.

Milestones for Success:

- Reorganize the structure of the Police Department (Bureaus, Sections and Units)
- Enhance communication and coordination among all CIRV law enforcement team partners
- Continue coordination and implementation in collaboration with CIRV services and outreach functions.
- Formation of PIVOT City working team
- Work with City Team and Community Partnering Center to establish community sustainability component.

Performance Indicators:

- Number of Homicides and Shootings
- Number of Violent Crimes Comitted
- Number of CIRV investigations conducted
- Number of place-based investigations conducted

Improve Effectiveness of the Emergency Communications Section. The goal is to increase the efficiency of call-taking, and balance service demands with quality customer service, both external and internal.

Milestones for Success:

- Hire and retain adequate personnel
- Enhance training and record keeping
- Adjust shifts and staffing to facilitate high volume periods
- Implement new CAD system

Performance Indicators:

- APCO Certification
- NENA Call taking Standards

- Reduction in number of abandoned calls

Timely Coordination and Information Sharing with Citizen Complaint Authority (CCA) on CCA Case Investigations and Patterns Report Remediation. The goal is to work in a timely manner with CCA to share information and data needed for CCA to complete complaint investigations. Information pertaining to complaints involving criminal conduct will be released in accordance with the existing legal protocols or directives from the legal counsel or the court. In addition, CPD will work with CCA and the community to reduce the number of citizen complaints against Police personnel. CPD will examine complaint patterns established by CCA investigations, work with CCA to determine root causes of pattern complaints, and develop responses.

Milestones for Success:

- Coordinate with CCA on providing necessary information related to allegations investigated by CCA
- CPD report results of CCRP complaints to CCA
- Create a team of CPD (IIU), CCA and community representatives to review and discuss the CCA Patterns Report
- Determine additional categories/criteria for pattern of complaint circumstances
- Develop a problem-solving project to address pattern officers, citizens and circumstances

Performance Indicators:

- Number of complaints against pattern officers
- Number of complaints made by pattern citizens
- Number of complaints with pattern circumstances

Body Camera Implementation. The goal is to demonstrate transparency and openness of the Police Department during interactions with members of the community, while being mindful of privacy, decency and legal considerations.

Milestones for Success:

- Complete a testing/pilot program to determine BWC vendor and processes
- Purchase BWC systems and necessary/related equipment and components
- Hire and train Records personnel for redactions and records requests
- Train sworn patrol officers on the BWC system and metadata process
- Implement BWC systems for remaining Department officers
- Finalize protocols re: usage, redactions, etc.

- Direct access for prosecutors to view BWC footage

Performance Indicators:

- Number of BWC Public Records Requests
- Number of citizens complaints finalized due to BWC footage (positive and negative)

Thriving & Healthy Neighborhoods

Community Engagement & Development. CPD recognizes crime and disorder reductions can best be sustained by community engagement and strategic planning efforts. In doing so, the City Team would work with stakeholders to begin establishing a culture where crime and disorder is no longer tolerated and community rebuilding begins to take place.

Milestones for Success:

- Formation of the City team
- Development of community planning and working groups
- Department personnel deviated to the community sustainability function
- Implementation of a community rebuilding planning protocol
- Community Partnering Center inclusion

Performance Indicators:

- Number of communities involved in process
- Ongoing assessment of relevant statistics to measure effectiveness of the various community sustainability functions
- Sustainability duration periods
- Number of community meetings, events and planning functions facilitated by police

Fiscal Sustainability & Strategic Investment

Upgrade Information Technology Systems. The goal is to upgrade both internal operating systems and vehicle systems, which will promote consistent data downloads to the City's main servers. A coherent informational technology strategy in conjunction with robust intelligence systems will become the backbone for enforcement strategies, particularly the CIRV and PIVOT functions.

Milestones for Success:

- Continue enhancements to the Department's Records Management Systems
- Planning, development and implementation of a Real Time Crime Center

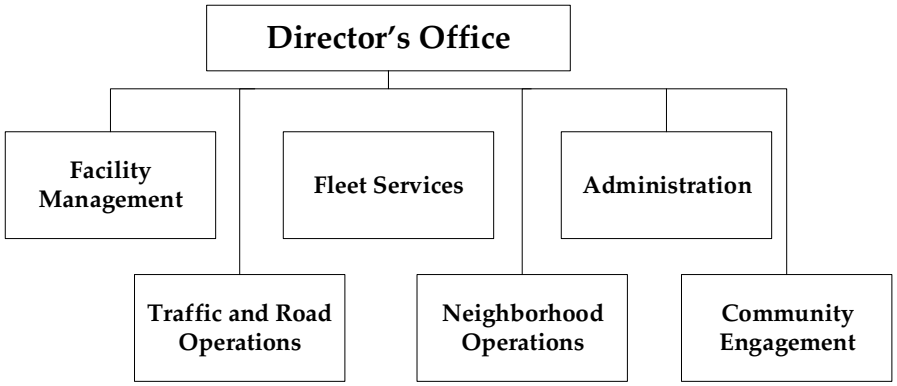
- Pursue and enhance utilization of new intelligence technologies such as NIBN, Shot Spotter, facial recognition
- Continue growth and implementation of cameras, including body cameras
- Replace in car technologies such as the outdated mobile data computers to improve reporting

Performance Indicators:

- Survey officers re: transmission of data
- Minimized reporting process time
- Number of cases closed with technology upgrades

Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	6,889,540	6,796,600	6,898,060	101,460
Employee Benefits	2,476,840	2,571,070	2,532,510	(38,560)
Other Expenses	9,146,880	9,364,880	9,270,590	(94,290)
Properties	0	0	0	0
Debt Service	231,420	226,570	0	(226,570)
Operating Total	18,744,680	18,959,120	18,701,160	(257,960)
Operating Budget Restricted				
Personnel Services	8,512,960	8,584,220	9,003,510	419,290
Employee Benefits	3,198,680	3,488,650	3,878,130	389,480
Other Expenses	8,277,910	8,437,610	8,136,000	(301,610)
Properties	30,430	30,430	30,430	0
Debt Service	43,100	36,750	0	(36,750)
Operating Total	20,063,080	20,577,660	21,048,070	470,410
Internal Service Funds	17,474,290	17,633,140	17,203,990	(429,150)
Total	56,282,050	57,169,920	56,953,220	(216,700)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	19,983,160	19,983,160	19,722,390	(260,770)
Total Full-time Equivalent Positions	443.00	443.00	449.00	6.00

Department Programs

1. Fleet Services
2. Winter Maintenance
3. Director's Office
4. Special Operations
5. Traffic Control, Pavement & Structure Maint.
6. Residential Collections
7. Right of Way Maintenance
8. Property Management

Program Summaries

Program 1: Fleet Services

Description: This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	89,200	87,730	90,810	3,080
Employee Benefits	46,390	47,700	48,570	870
Other Expenses	520	530	1,300	770
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	136,110	135,960	140,680	4,720
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	17,474,290	17,633,140	17,203,990	(429,150)
Total	17,610,400	17,769,100	17,344,670	(424,430)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	17,836,350	17,836,350	17,675,580	(160,770)
Total Full-time Equivalent Positions	70.00	70.00	71.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,720	1.00	All Funds	The Fleet Services program reflects a slight General Fund increase, which is primarily the result of personnel services and employee benefit increases associated with staff in this program. When compared to the Approved FY 2017 Budget, the internal service funds' Recommended FY 2017 Budget is 0.03% lower. This reduction is attributed to reduced fuel costs.

Program 2: Winter Maintenance

Description: Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	336,620	329,550	336,620	7,070
Employee Benefits	80,790	80,280	82,000	1,720
Other Expenses	768,580	781,580	797,730	16,150
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,185,990	1,191,410	1,216,350	24,940
Operating Budget Restricted				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	53,290	54,310	54,310	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	53,290	54,310	54,310	0
Internal Service Funds	0	0	0	0
Total	1,239,280	1,245,720	1,270,660	24,940
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
24,940	0.00	All Funds	This program reflects a slight General Fund increase, which is primarily the result of a standard inflationary increase to non-personnel line items.

Program 3: Director's Office

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	646,090	644,160	650,840	6,680
Employee Benefits	192,400	209,440	197,640	(11,800)
Other Expenses	102,080	102,070	99,430	(2,640)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	940,570	955,670	947,910	(7,760)
Operating Budget Restricted				
Personnel Services	82,240	83,450	83,850	400
Employee Benefits	28,350	31,330	30,060	(1,270)
Other Expenses	80,140	83,240	83,240	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	190,730	198,020	197,150	(870)
Internal Service Funds	0	0	0	0
Total	1,131,300	1,153,690	1,145,060	(8,630)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(8,630)	0.00	All Funds	This program reflects a slight decrease which is primarily due to a reduction in employee benefit costs.

Program 4: Special Operations

Description: This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	187,550	184,430	186,860	2,430
Employee Benefits	53,160	54,260	55,160	900
Other Expenses	514,200	519,330	484,100	(35,230)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	754,910	758,020	726,120	(31,900)
Operating Budget Restricted				
Personnel Services	332,500	335,000	336,910	1,910
Employee Benefits	131,360	139,610	138,370	(1,240)
Other Expenses	4,680	4,770	410	(4,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	468,540	479,380	475,690	(3,690)
Internal Service Funds	0	0	0	0
Total	1,223,450	1,237,400	1,201,810	(35,590)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,410	0.00	All Funds	This program reflects a slight General Fund increase, which is primarily the result of a standard inflationary increase to non-personnel line items and adjustments to employee salaries and benefits.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(41,000)	0.00	General Fund	This represents a 10% reduction to the Keep Cincinnati Beautiful contract related to core services and the Sheriff's roadside cleanup program.

Program 5: Traffic Control, Pavement & Structure Maint.

Description: This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	96,320	96,320
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	96,320	96,320
Operating Budget Restricted				
Personnel Services	4,801,970	4,846,580	5,007,690	161,110
Employee Benefits	1,864,790	2,045,290	2,234,550	189,260
Other Expenses	4,915,970	4,996,760	4,599,710	(397,050)
Properties	30,430	30,430	30,430	0
Debt Service	31,880	31,890	0	(31,890)
Operating Total	11,645,040	11,950,950	11,872,380	(78,570)
Internal Service Funds	0	0	0	0
Total	11,645,040	11,950,950	11,968,700	17,750
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	153.00	153.00	152.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(238,010)	(1.00)	All Funds	This program reflects a decrease in the Income Tax-Infrastructure Fund and Street Construction, Maintenance and Repair Fund, which is primarily related to reductions in fuel and road materials needs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
96,320	0.00	General Fund	This increase represents additional resources needed in the Traffic Control, Pavement & Structure Maintenance program due to a scaling back of budgeted personnel reimbursements.
153,600	0.00	Income Tax-Infrastructure	
5,840	0.00	Street Construction Maintenance & Repair	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 6: Residential Collections

Description: This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	4,984,290	4,915,780	4,946,590	30,810
Employee Benefits	1,808,070	1,870,900	1,843,980	(26,920)
Other Expenses	4,657,800	4,814,210	4,778,370	(35,840)
Properties	0	0	0	0
Debt Service	79,630	77,960	0	(77,960)
Operating Total	11,529,790	11,678,850	11,568,940	(109,910)
Operating Budget Restricted				
Personnel Services	4,130	4,130	4,130	0
Employee Benefits	1,280	1,300	1,300	0
Other Expenses	46,360	47,250	41,340	(5,910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	51,770	52,680	46,770	(5,910)
Internal Service Funds	0	0	0	0
Total	11,581,560	11,731,530	11,615,710	(115,820)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,000,000	2,000,000	1,900,000	(100,000)
Total Full-time Equivalent Positions	115.00	115.00	114.00	(1.00)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(126,820)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily the result of a reduction in General Fund needs related to fuel and data processing software.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
11,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

Program 7: Right of Way Maintenance

Description: This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	590,980	580,610	621,550	40,940
Employee Benefits	270,440	282,240	279,690	(2,550)
Other Expenses	641,450	638,290	620,730	(17,560)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,502,870	1,501,140	1,521,970	20,830
Operating Budget Restricted				
Personnel Services	1,769,900	1,779,830	2,057,540	277,710
Employee Benefits	693,490	732,410	895,630	163,220
Other Expenses	1,979,510	2,018,710	2,140,700	121,990
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,442,900	4,530,950	5,093,870	562,920
Internal Service Funds	0	0	0	0
Total	5,945,770	6,032,090	6,615,840	583,750
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	140,820	140,820	140,820	0
Total Full-time Equivalent Positions	57.00	57.00	64.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
117,620	1.00	All Funds	This program reflects an all funds increase and an increase in personnel, which is primarily attributable to the addition of a Service Area Coordinator position in the Street Construction, Maintenance and Repair Fund and a standard inflationary increase to non-personnel line items.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(16,710)	0.00	General Fund	This reduction eliminates funding for temporary personnel in the Private Lot Abatement Program.
482,850	6.00	Stormwater Management	This increase represents additional personnel and nonpersonnel costs associated with enhancements to the city's street sweeping program.

Program 8: Property Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	54,810	54,340	64,790	10,450
Employee Benefits	25,590	26,250	25,470	(780)
Other Expenses	2,462,250	2,508,870	2,392,610	(116,260)
Properties	0	0	0	0
Debt Service	151,790	148,610	0	(148,610)
Operating Total	2,694,440	2,738,070	2,482,870	(255,200)
Operating Budget Restricted				
Personnel Services	1,522,220	1,535,230	1,513,390	(21,840)
Employee Benefits	479,410	538,710	578,220	39,510
Other Expenses	1,197,960	1,232,570	1,216,290	(16,280)
Properties	0	0	0	0
Debt Service	11,220	4,860	0	(4,860)
Operating Total	3,210,810	3,311,370	3,307,900	(3,470)
Internal Service Funds	0	0	0	0
Total	5,905,250	6,049,440	5,790,770	(258,670)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	6,000	6,000	6,000	0
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(148,320)	0.00	All Funds	This program reflects an all funds decrease, which is primarily related to the removal of debt service payments from the budget. Debt service payments will be coordinated and paid centrally in FY 2017.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(110,360)	0.00	General Fund	This decrease represents a change in funding source for landscaping at Fountain Square as well as a reduction of standard inflationary increases to various contractual service agreements. Beginning in FY 2017, funding for landscaping at Fountain Square will be paid from an established private trust.

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Safer Streets

Snow Removal. Continue to ensure the Department and the City is prepared for a winter weather event with the goal of making all streets passable 24 hours after the last snow fall of each event.

Milestones for Success:

- Create prioritized snow routing and mapping utilizing Routesmart technology to improve snow operations
- Conduct extensive training for operators
- Conduct dry run on all routes for improved efficiency
- Utilize the best methods to increase communication with the Public.
- Update the departmental snow plan
- Research the operations ability to produce more brine with the potential to sell to other municipalities

Performance Indicators:

- Number of CSR Requests closed out
- Number of preventable accidents
- Snow removal equipment available at beginning of event
- Snow removal equipment down within 1 hour of start of event
- Lane Miles Treated: first 12 jours of event
- Lane Miles Treated: first 24 hours of event
- Vehicles with completed winter operations PMs (between October and January)

Thriving & Healthy Neighborhoods

Blight Prevention and Removal. The goal for the Street Sweeping, Greenspace, & Friday "Blitz" Clean-up program is to ensure that all 52 neighborhoods have been serviced at least once in 2016. The program includes: Greenspace Maintenance, Street Sweeping, a 20 yard Dumpster, Litter Picking & Roving Trash Truck, and DPS Private Lot Abatement Program all working simultaneously together to impact each neighborhood.

Milestones for Success:

- Private Lot Abatement

  •Implement business plan moving forward into FY17 to ensure corresponding resources are in place for FY17 abatements.

•Formulate a sustainable maintenance schedule for lots that have already been abated.

- Street Sweeping, Greenspace, & Friday "Blitz"

•Create street sweeping master plan.

•Implement greenspace masterplan.

•Follow existing Street Sweeping, Greenspace, & Friday "Blitz" Clean up schedule to ensure all 52 neighborhoods have been serviced.

•Continue to work with other City departments to capture total City owned greenspace properties.

Performance Indicators:

- Lots abated
- Lots Maintained after initial abatement
- "Blitz" dumpster tonnage
- "Blitz" packer truck tonnage
- Street Sweeping Lane Miles Completed
- % Customers Satisfied with "Tall Grass/Weeds: Priv Property" CSRs

Fiscal Sustainability and Strategic Investment

Fleet Modernization and Rightsizing. Develop a plan to evaluate the City's fleet assets in order to right size and modernize the fleet. The goal of rightsizing and modernization is fleet optimization to improve the capacity of City agencies to deliver services.

Milestones for Success:

- Accelerate FY17 fleet procurement to complete all procurement requisitions by December 31
- Utilizing the fleet modernization masterplan as a baseline, create the specific FY17 replacement plan and procurement schedule
- Complete a fleet utilization study under the direction of Consulting firm PFM
- Implement complete fleet utilization study as the results dictate
- Implement policies and procedures
- Track maintenance & repair and fuel cost avoidance/savings

Performance Indicators:

- # vehicles/equip out of lifecycle
- % vehicles/equip out of lifecycle
- Vehicle/Asset Utilization
- # Vehicles/Equip: Plan to Purchase
- # Vehicles/Equip: Purchased
- # Vehicles/Equip: Delivered
- # Vehicles/Equip: In-Service
- # Vehicles/Equip: In-Service
- # Vehicles/Equip: taken out of service
- Fleet maintenance cost (monthly)
- Vehicles abused
- Vehicles down (weekly)
- Average down time/shop

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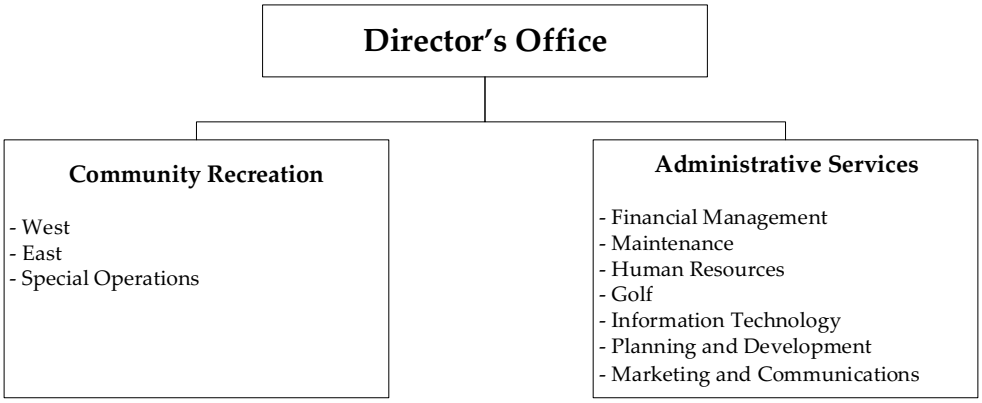
Recreation

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	9,352,580	9,580,070	9,803,360	223,290
Employee Benefits	2,639,010	2,957,120	2,951,690	(5,430)
Other Expenses	2,912,470	2,955,980	2,905,940	(50,040)
Properties	25,900	25,360	25,900	540
Debt Service	397,120	388,770	0	(388,770)
Operating Total	15,327,080	15,907,300	15,686,890	(220,410)
Operating Budget Restricted				
Personnel Services	3,794,310	3,567,320	3,860,940	293,620
Employee Benefits	744,750	593,600	609,660	16,060
Other Expenses	7,243,630	6,830,740	6,956,830	126,090
Properties	13,160	13,160	13,160	0
Debt Service	335,650	335,650	324,740	(10,910)
Operating Total	12,131,500	11,340,470	11,765,330	424,860
Internal Service Funds	29,280	29,930	29,810	(120)
Total	27,487,860	27,277,700	27,482,030	204,330
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	6,151,500	6,151,500	6,103,000	(48,500)
Total Full-time Equivalent Positions	415.17	415.17	392.43	(22.74)

Department Programs

1. Support Services
2. West Region Community Center Operations
3. East Region Community Center Operations
4. Central Region Community Center Operations
5. Therapeutic Recreation
6. Seniors
7. Maintenance
8. Golf
9. Athletics
10. Aquatics

Program Summaries

Program 1: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	927,890	931,940	1,169,950	238,010
Employee Benefits	284,900	309,080	381,790	72,710
Other Expenses	195,400	197,950	194,580	(3,370)
Properties	25,900	25,360	25,900	540
Debt Service	0	0	0	0
Operating Total	1,434,090	1,464,330	1,772,220	307,890
Operating Budget Restricted				
Personnel Services	229,220	231,470	210,720	(20,750)
Employee Benefits	64,810	71,470	55,920	(15,550)
Other Expenses	203,350	204,080	237,980	33,900
Properties	13,160	13,160	13,160	0
Debt Service	0	0	0	0
Operating Total	510,540	520,180	517,780	(2,400)
Internal Service Funds	29,280	29,930	29,810	(120)
Total	1,973,910	2,014,440	2,319,810	305,370
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	251,500	251,500	203,000	(48,500)
Total Full-time Equivalent Positions	32.44	32.44	33.27	0.83

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
242,370	(0.17)	All Funds	This program reflects an all funds increase, which is mostly due to personnel and employee benefit increases related to position transfers between internal funds and program groups. There is a 0.17 FTE decrease, which is due to a minor decrease in part-time personnel.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
63,130	1.00	General Fund	This budget exception transfers a Clerk Typist III position to the Support Services program group from the Athletics program group.

Program 2: West Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,619,240	1,637,780	1,616,690	(21,090)
Employee Benefits	514,960	567,630	556,200	(11,430)
Other Expenses	479,070	483,470	487,290	3,820
Properties	0	0	0	0
Debt Service	135,030	132,190	0	(132,190)
Operating Total	2,748,300	2,821,070	2,660,180	(160,890)
Operating Budget Restricted				
Personnel Services	558,000	540,300	655,000	114,700
Employee Benefits	53,370	24,050	41,700	17,650
Other Expenses	150,560	146,960	151,970	5,010
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	761,930	711,310	848,670	137,360
Internal Service Funds	0	0	0	0
Total	3,510,230	3,532,380	3,508,850	(23,530)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	71.33	71.33	66.63	(4.70)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(48,530)	(4.70)	All Funds	This program reflects an all funds decrease, which is mostly due to a 4.7 FTE decrease. There is a 4.70 FTE decrease in this program. The Recreation Department's part-time staffing fluctuates during the fiscal year based on demand and available resources. The staffing may be adjusted during the fiscal year as needed.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(70,000)	0.00	General Fund	This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations.
70,000	0.00	Recreation Special Activities	

Program 3: East Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,165,680	1,259,340	1,252,640	(6,700)
Employee Benefits	384,590	435,760	396,910	(38,850)
Other Expenses	404,820	411,400	412,990	1,590
Properties	0	0	0	0
Debt Service	124,080	121,470	0	(121,470)
Operating Total	2,079,170	2,227,970	2,062,540	(165,430)
Operating Budget Restricted				
Personnel Services	830,000	750,250	872,000	121,750
Employee Benefits	64,500	33,400	62,270	28,870
Other Expenses	155,100	153,730	173,830	20,100
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,049,600	937,380	1,108,100	170,720
Internal Service Funds	0	0	0	0
Total	3,128,770	3,165,350	3,170,640	5,290
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	69.02	69.02	65.67	(3.35)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
28,150	(2.35)	All Funds	This program reflects an all funds increase, which is primarily the result of increased personnel and benefits costs. There is a 2.35 FTE decrease in this program. The Recreation Department's part-time staffing fluctuates during the fiscal year based on demand and available resources. The staffing may be adjusted during the fiscal year as needed.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(72,860)	(1.00)	General Fund	This reduction eliminates a vacant Service Area Coordinator position.
50,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(130,000)	0.00	General Fund	This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations.
130,000	0.00	Recreation Special Activities	

Program 4: Central Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,576,980	1,640,070	1,609,580	(30,490)
Employee Benefits	494,960	561,750	536,480	(25,270)
Other Expenses	448,020	440,690	437,350	(3,340)
Properties	0	0	0	0
Debt Service	132,930	130,140	0	(130,140)
Operating Total	2,652,890	2,772,650	2,583,410	(189,240)
Operating Budget Restricted				
Personnel Services	691,830	650,340	708,000	57,660
Employee Benefits	70,120	28,950	50,060	21,110
Other Expenses	212,730	211,250	219,960	8,710
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	974,680	890,540	978,020	87,480
Internal Service Funds	0	0	0	0
Total	3,627,570	3,663,190	3,561,430	(101,760)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	75.95	75.95	70.01	(5.94)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(136,760)	(5.94)	All Funds	This program reflects an all funds decrease, which is mostly due to a decrease in personnel and employee benefits related to a 5.94 FTE decrease. The Recreation Department's part-time staffing need fluctuates during the fiscal year based on demand and available resources. The staffing may be adjusted during the fiscal year as needed.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
35,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(100,000)	0.00	General Fund	This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations.
100,000	0.00	Recreation Special Activities	

Program 5: Therapeutic Recreation

Description: The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	536,080	533,510	530,480	(3,030)
Employee Benefits	180,470	190,850	178,280	(12,570)
Other Expenses	18,330	19,500	19,430	(70)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	734,880	743,860	728,190	(15,670)
Operating Budget Restricted				
Personnel Services	43,630	44,280	59,750	15,470
Employee Benefits	3,010	3,040	5,940	2,900
Other Expenses	81,290	82,840	101,420	18,580
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	127,930	130,160	167,110	36,950
Internal Service Funds	0	0	0	0
Total	862,810	874,020	895,300	21,280
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.60	15.60	15.50	(0.10)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
21,280	(0.10)	All Funds	This program reflects an all funds increase, which is mostly due to an increase in personnel and employee benefits due to part-time position transfers and an increase in training cost and expert services. There is a 0.10 FTE decrease due to a change in part-time personnel.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(20,000)	0.00	General Fund	This reduction results in a one-time partial funding source shift from the General Fund to the Recreation Special Activities Fund for some therapeutic operations.
20,000	0.00	Recreation Special Activities	

Program 6: Seniors

Description: The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	203,440	199,570	202,760	3,190
Employee Benefits	78,780	81,860	82,220	360
Other Expenses	15,200	10,080	12,190	2,110
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	297,420	291,510	297,170	5,660
Operating Budget Restricted				
Personnel Services	158,500	163,000	105,000	(58,000)
Employee Benefits	7,050	7,250	4,670	(2,580)
Other Expenses	157,680	161,380	175,230	13,850
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	323,230	331,630	284,900	(46,730)
Internal Service Funds	0	0	0	0
Total	620,650	623,140	582,070	(41,070)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.10	11.10	8.62	(2.48)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(41,070)	(2.48)	All Funds	This program reflects an all funds decrease, which is due to a reduction in program staffing. The Scope of the Council on Aging grant has been reduced, which is causing a reduction in FTE (2.48) in the program.

Program 7: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	2,139,930	2,112,500	2,160,970	48,470
Employee Benefits	606,910	635,890	638,340	2,450
Other Expenses	999,780	1,037,810	1,000,070	(37,740)
Properties	0	0	0	0
Debt Service	5,080	4,970	0	(4,970)
Operating Total	3,751,700	3,791,170	3,799,380	8,210
Operating Budget Restricted				
Personnel Services	463,050	467,520	472,020	4,500
Employee Benefits	270,610	283,210	277,250	(5,960)
Other Expenses	231,620	236,140	236,140	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	965,280	986,870	985,410	(1,460)
Internal Service Funds	0	0	0	0
Total	4,716,980	4,778,040	4,784,790	6,750
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	68.35	68.35	68.35	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(3,750)	0.00	All Funds	This program reflects an all funds decrease, which is mostly due to a decrease in lumber and petroleum products. There is no change in FTE.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
18,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(7,500)	0.00	General Fund	This reduction is eliminating maintenance services at Ziegler Pool, which will be closed during the 2016 pool season. Ziegler Park, where the pool is located, is undergoing major construction during 2016.

Program 8: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	133,290	134,870	135,870	1,000
Employee Benefits	49,880	55,430	53,150	(2,280)
Other Expenses	5,590,430	5,164,870	5,197,920	33,050
Properties	0	0	0	0
Debt Service	335,650	335,650	324,740	(10,910)
Operating Total	6,109,250	5,690,820	5,711,680	20,860
Internal Service Funds	0	0	0	0
Total	6,109,250	5,690,820	5,711,680	20,860
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,900,000	5,900,000	5,900,000	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
20,860	0.00	All Funds	This program reflects an all funds increase, which is mostly due to a increase in Sundry Contracts. There is no change in FTE.

Program 9: Athletics

Description: The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	165,250	196,820	184,880	(11,940)
Employee Benefits	45,640	78,070	57,660	(20,410)
Other Expenses	163,800	167,200	109,410	(57,790)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	374,690	442,090	351,950	(90,140)
Operating Budget Restricted				
Personnel Services	234,670	203,170	291,980	88,810
Employee Benefits	51,390	22,700	33,230	10,530
Other Expenses	372,260	379,190	342,630	(36,560)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	658,320	605,060	667,840	62,780
Internal Service Funds	0	0	0	0
Total	1,033,010	1,047,150	1,019,790	(27,360)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.51	10.51	10.53	0.02

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
35,770	1.02	All Funds	This program reflects an all funds increase, which is mostly due to an increase in personnel and employee benefits due to part-time position transfers between program groups and an increase in sundry contracts. There is a 1.02 FTE increase, which is due to part-time personnel transfers between programs.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(63,130)	(1.00)	General Fund	This budget exception transfers a Clerk Typist III position from the Athletics program group to the Support Services program group.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(35,000)	0.00	General Fund	This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some athletics operations.
35,000	0.00	Recreation Special Activities	

Program 10: Aquatics

Description: The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	1,018,090	1,068,540	1,075,410	6,870
Employee Benefits	47,800	96,230	123,810	27,580
Other Expenses	188,050	187,880	232,630	44,750
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,253,940	1,352,650	1,431,850	79,200
Operating Budget Restricted				
Personnel Services	452,120	382,120	350,600	(31,520)
Employee Benefits	110,010	64,100	25,470	(38,630)
Other Expenses	88,610	90,300	119,750	29,450
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	650,740	536,520	495,820	(40,700)
Internal Service Funds	0	0	0	0
Total	1,904,680	1,889,170	1,927,670	38,500
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	58.87	58.87	51.85	(7.02)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
19,200	(7.02)	All Funds	This program reflects an all funds increase, which is primarily due to an increase in non-personnel expenses. The 7.02 FTE decrease relates to part-time positions. The Recreation Department's part-time staffing need fluctuates during the fiscal year based on need and availability of resources. The temporary closure of Ziegler Pool, due to major construction at Ziegler Park in the summer of 2016, reduces the need for part-time staff in the Aquatics program in FY 2017.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
50,000	0.00	General Fund	This represents an increase in personnel services and employee benefits costs due to implementation of the Living Wages Required Ordinance No. 0091-2016.

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This reduction results in a one-time partial funding source shift from the General Fund to the Recreation Special Activities Fund for some pool operations.
50,000	0.00	Recreation Special Activities	
(48,000)	0.00	General Fund	This reduction results in a one-time partial funding source shift from the General Fund to the Armleder Projects Fund for pool operations at Otto Armleder Memorial Aquatics Facilities.
48,000	0.00	Armleder Projects	

One-Time Significant Program Changes

Budget	FTE	Fund	Description
(30,700)	0.00	General Fund	This reduction will close Ziegler Pool. Ziegler Park, where the pool is located, is undergoing major construction during the coming pool season. The department is concerned for patron safety entering and exiting the pool area.

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Fiscal Sustainability & Strategic Investment and Growing Economy

Strategic Partnerships, Collaborative Relationships, and Supplemental Funding. Develop new as well as maintain current public and private partnerships and collaborations with local, regional, and national organizations to leverage resources in order to enhance and supplement department services. Utilize grants, donations, and volunteers to increase financial and service resources.

Milestones for Success:

- Maintain current relationships and lines of communication with existing partners
- Identify new organizations with which to partner and collaborate
- Identify new and maintain existing outside funding sources, including private, corporate, non-profit, and governmental support
- Increase supplemental fundraising efforts

Performance Indicators:

- Number of collaborative projects completed
- Number of volunteer hours

Thriving & Healthy Neighborhoods

Recreation Program Services. Develop a methodology and matching process to ensure the department is providing program offerings that align with the individual neighborhoods' needs and interests. Work to ensure there are consistent recreation opportunities across the city and to establish innovative and creative public and private opportunities to enhance program services. Quality program initiative includes an evaluation plan, with both self-assessment and participant evaluation, to ensure programs are meeting objectives.

Milestones for Success:

- Develop methodology and associated process
- Determine the quantity of new programs generated by improved process
- Evaluate/measure the quality of programs

Performance Indicators:

- Number of new program offerings generated by improved process
- Number of completed participant evaluations
- Number of completed self-assessment evaluations

Youth Engagement & Outreach. Develop a youth and teen engagement and outreach plan for the department with metrics for tracking the success of these efforts tied to participation in recreation programming and employment opportunities.

Milestones for Success:

- Expand youth and teen program offerings
- Develop youth and teen mentoring opportunities

Performance Indicators:

- Number of recreation center program hours for youth and teens
- Number of city-wide teen socials
- Number of participants in the city-wide teen socials

Innovative Government

Safety & Risk Management. Ensure there are department-wide policies and procedures in place to prevent accidents, tack incidents, and respond quickly to incidents. This would be for both employees and participants. The department would like to create a database so trends can be determined and analyzed.

Milestones for Success:

- Perform quarterly facility safety inspections
- Develop responsive safety procedures in order to correct issues

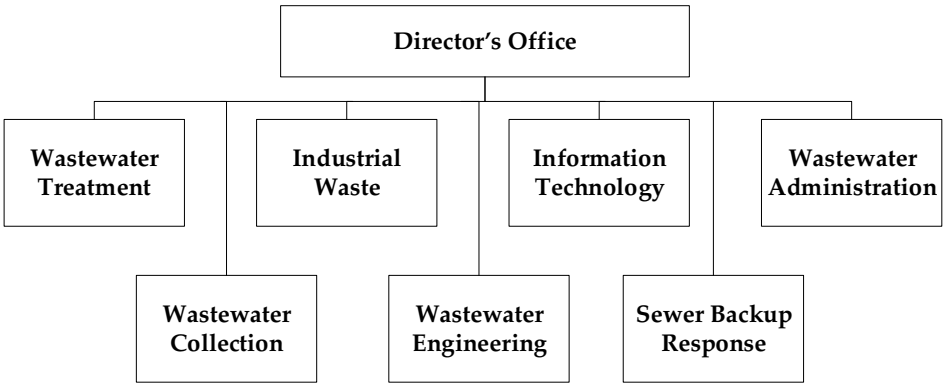
Performance Indicators:

- Number of facility maintenance inspections completed
- Number of closed work orders

Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.

* * * SEWERS' BUDGET IS PROVIDED FOR INFORMATION PURPOSES ONLY * * *



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	38,018,500	36,636,860	36,636,860	0
Employee Benefits	14,072,380	14,056,060	14,056,060	0
Other Expenses	70,181,140	64,400,140	64,400,140	0
Properties	5,604,250	0	0	0
Debt Service	110,892,430	125,987,080	125,987,080	0
Operating Total	238,768,700	241,080,140	241,080,140	0
Internal Service Funds	0	0	0	0
Total	238,768,700	241,080,140	241,080,140	0
Consolidated Plan Projects (CDBG)	0	0	0	0

Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Program Revenue	293,378,710	285,885,800	285,885,800	0
Total Full-time Equivalent Positions	717.00	717.00	740.00	23.00

Department Programs

1. Office of the Director/ Administration
2. Wastewater Engineering
3. Information Technology
4. Wastewater Treatment
5. Wastewater Collection
6. Industrial Waste
7. Sewer Backup Response Program

Program Summaries

Program 1: Office of the Director/Administration

Description: Manage the department's centralized support services along with the overall leadership of the organization.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	3,961,660	4,281,260	4,281,260	0
Employee Benefits	1,330,940	1,595,000	1,595,000	0
Other Expenses	12,797,070	8,455,110	8,455,110	0
Properties	5,604,250	0	0	0
Debt Service	0	0	0	0
Operating Total	23,693,920	14,331,370	14,331,370	0
Internal Service Funds	0	0	0	0
Total	23,693,920	14,331,370	14,331,370	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	293,378,710	285,885,800	285,885,800	0
Total Full-time Equivalent Positions	79.00	79.00	65.00	(14.00)

Program 2: Wastewater Engineering

Description: Provide quality and on-time engineering services to internal and external customers.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	6,739,280	5,322,540	5,322,540	0
Employee Benefits	2,161,150	2,079,100	2,079,100	0
Other Expenses	1,333,840	833,950	833,950	0
Properties	0	0	0	0
Debt Service	110,892,430	125,987,080	125,987,080	0
Operating Total	121,126,700	134,222,670	134,222,670	0
Internal Service Funds	0	0	0	0
Total	121,126,700	134,222,670	134,222,670	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	145.00	145.00	138.00	(7.00)

Program 3: Information Technology

Description: Provide Information Systems planning, implementation, and support services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,659,500	1,955,960	1,955,960	0
Employee Benefits	654,970	702,960	702,960	0
Other Expenses	3,889,350	3,562,410	3,562,410	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,203,820	6,221,330	6,221,330	0
Internal Service Funds	0	0	0	0
Total	6,203,820	6,221,330	6,221,330	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	24.00	24.00	25.00	1.00

Program 4: Wastewater Treatment

Description: Reclaim wastewater and return it to the environment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	13,803,000	13,541,170	13,541,170	0
Employee Benefits	5,324,740	5,141,250	5,141,250	0
Other Expenses	28,318,690	28,385,240	28,385,240	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	47,446,430	47,067,660	47,067,660	0
Internal Service Funds	0	0	0	0
Total	47,446,430	47,067,660	47,067,660	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	249.00	249.00	256.00	7.00

Program 5: Wastewater Collection

Description: Collect wastewater and convey it to the regional wastewater reclamation facilities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	8,022,150	6,958,040	6,958,040	0
Employee Benefits	2,986,260	2,775,250	2,775,250	0
Other Expenses	11,131,480	9,967,660	9,967,660	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	22,139,890	19,700,950	19,700,950	0
Internal Service Funds	0	0	0	0
Total	22,139,890	19,700,950	19,700,950	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	156.00	156.00	165.00	9.00

Program 6: Industrial Waste

Description: Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	3,518,790	3,336,190	3,336,190	0
Employee Benefits	1,487,590	1,295,720	1,295,720	0
Other Expenses	1,894,300	2,128,950	2,128,950	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,900,680	6,760,860	6,760,860	0
Internal Service Funds	0	0	0	0
Total	6,900,680	6,760,860	6,760,860	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	61.00	61.00	68.00	7.00

Program 7: Sewer Backup Response Program

Description: Provide customer relief for capacity related sewer backups.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	314,120	1,241,700	1,241,700	0
Employee Benefits	126,730	466,780	466,780	0
Other Expenses	10,816,410	11,066,820	11,066,820	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	11,257,260	12,775,300	12,775,300	0
Internal Service Funds	0	0	0	0
Total	11,257,260	12,775,300	12,775,300	0
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	23.00	20.00

Fiscal Sustainability and Strategic Investment

Meet Consent Decree Established Milestones. Consent Decree projects have established deadline (milestones) for completion. Not meeting these deadlines will result in having to pay fines to the USEPA. Fines will be essentially paid by the ratepayers. At this point 2 projects are going to have at least 150 days beyond milestones, resulting in over $1M in fines, an additional 10 projects are critically close to not meeting deadlines.

Milestones for Success:

- Measure of "float" time as of now and one year later

Performance Indicators:

- Maintain or improve float for all projects with critical float

Propose New Surcharges Rates. Completion of report with recommendations regarding Surcharge rates, Commercial Strength rates, Hauled Waste tiered rate structure and permitting fees for incorporation into 2017 Rate Study.

Milestones for Success:

- Provide table of surcharges as of now

Performance Indicators:

- Recommendation to County for a phase cost of service for hauled waste by September 30th
- Execution of the sampling completed for developing proposed high strength recommendations by August 1st
- Commercial Standardized Strength Recommendations for consideration into 2017 Rate Study by October 15

Thriving and Healthy Neighborhoods

Lower Mill Creek Partial Remedy Completion. Implement LMCPR CMa contract and complete construction documents for bidding in winter 2016. This is a key project for a Thriving and Healthy South Fairmount neighborhood and critically important for the environmental health of the Mill Creek.

Milestones for Success:

- CMA to be reviewing 90% design documents in from July to September 2016
- Submit construction legislation to BoCC in Winter 2016 for construction Spring 2017

Performance Indicators:

- Maintain or improve float for Lick Run VCS - currently has zero float
- Deliver LMCPR project at or below approved budget of $244,267,000

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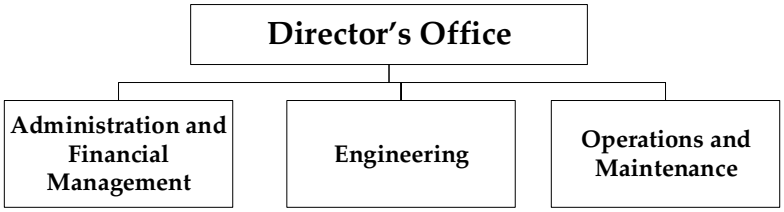
Stormwater Management

The mission of the Stormwater Management Utility is to protect and enhance water quality and the environment by providing safe and efficient stormwater management to our customers.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	1,384,470	1,398,270	1,564,900	166,630
Employee Benefits	505,560	547,140	660,470	113,330
Other Expenses	4,867,020	4,929,560	5,395,150	465,590
Properties	110,000	110,000	70,000	(40,000)
Debt Service	682,590	0	0	0
Operating Total	7,549,640	6,984,970	7,690,520	705,550
Internal Service Funds	0	0	0	0
Total	7,549,640	6,984,970	7,690,520	705,550
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	11,564,300	11,664,900	11,461,000	(203,900)
Total Full-time Equivalent Positions	23.73	23.73	25.00	1.27

Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance

Program Summaries

Program 1: Stormwater - Admin. & Financial Management

Description: Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	203,160	207,270	209,940	2,670
Employee Benefits	66,100	72,170	96,020	23,850
Other Expenses	633,460	634,730	601,760	(32,970)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	902,720	914,170	907,720	(6,450)
Internal Service Funds	0	0	0	0
Total	902,720	914,170	907,720	(6,450)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	11,564,300	11,664,900	11,461,000	(203,900)
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(6,450)	0.00	All Funds	This program reflects an all funds decrease, which is mainly due to a decrease in Data Processing fees because SMU received an actual estimate for the cost in FY 2017. There is no change in FTE.

Program 2: Stormwater - Engineering

Description: This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	556,630	559,530	734,940	175,410
Employee Benefits	203,350	221,920	304,880	82,960
Other Expenses	1,220,530	1,224,550	809,800	(414,750)
Properties	0	0	0	0
Debt Service	682,590	0	0	0
Operating Total	2,663,100	2,006,000	1,849,620	(156,380)
Internal Service Funds	0	0	0	0
Total	2,663,100	2,006,000	1,849,620	(156,380)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	12.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(332,100)	(1.00)	All Funds	This program reflects an all funds decrease, which is mainly due to no longer having a membership in Hamilton County Storm Water District (HCSWD).There is a 1.0 FTE decrease, which is mostly due to the elimination of a Senior Engineer.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
60,240	1.00	Stormwater Management	This represents an increase in 1.0 FTE to add a Maintenance Crew Leader, which will be responsible for maintenance of the Barrier Dam.
62,900	1.00	Stormwater Management	This increase would add an Engineering Technical Supervisor, which would be responsible for managing the City's own permit in the NPDES/MS4 program.
52,560	1.00	Stormwater Management	This increase would add a Plant Maintenance Worker, which would be responsible for the maintenance of the Barrier Dam.

Program 3: Stormwater - Operations & Maintenance

Description: This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

Program Budget Summary

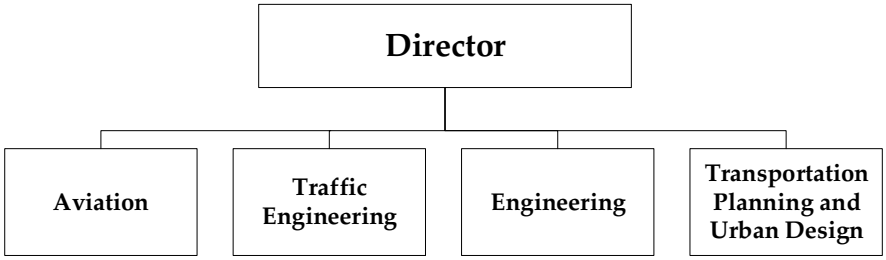
	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	624,680	631,470	620,020	(11,450)
Employee Benefits	236,110	253,050	259,570	6,520
Other Expenses	3,013,030	3,070,280	3,983,590	913,310
Properties	110,000	110,000	70,000	(40,000)
Debt Service	0	0	0	0
Operating Total	3,983,820	4,064,800	4,933,180	868,380
Internal Service Funds	0	0	0	0
Total	3,983,820	4,064,800	4,933,180	868,380
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.73	10.73	10.00	(0.73)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
868,380	(0.73)	All Funds	This program reflects an all funds increase, which is mostly due to SMU and the Department of Transportation and Engineering agreeing to replace stormwater infrastructure as part of the City's expanded street rehabilitation/paving program for the next five years. There is a 0.73 FTE decrease due to a decrease in part-time staff.

Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	711,100	715,950	679,350	(36,600)
Employee Benefits	162,800	165,820	111,350	(54,470)
Other Expenses	4,029,300	4,093,800	2,531,400	(1,562,400)
Properties	0	0	0	0
Debt Service	168,860	165,310	0	(165,310)
Operating Total	5,072,060	5,140,880	3,322,100	(1,818,780)
Operating Budget Restricted				
Personnel Services	4,033,570	4,091,830	4,237,090	145,260
Employee Benefits	1,486,990	1,748,630	1,488,680	(259,950)
Other Expenses	1,851,260	1,897,290	1,863,160	(34,130)
Properties	115,010	77,210	77,210	0
Debt Service	64,750	102,550	102,550	0
Operating Total	7,551,580	7,917,510	7,768,690	(148,820)
Internal Service Funds	0	0	0	0
Total	12,623,640	13,058,390	11,090,790	(1,967,600)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,923,000	2,923,000	3,793,000	870,000
Total Full-time Equivalent Positions	173.40	173.40	173.70	0.30

Department Programs

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

Program Summaries

Program 1: Director's Office

Description: This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	441,510	443,270	379,970	(63,300)
Employee Benefits	105,710	110,560	76,200	(34,360)
Other Expenses	149,660	177,610	98,600	(79,010)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	696,880	731,440	554,770	(176,670)
Operating Budget Restricted				
Personnel Services	501,220	506,360	608,450	102,090
Employee Benefits	168,390	185,310	222,250	36,940
Other Expenses	40,270	41,830	41,830	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	709,880	733,500	872,530	139,030
Internal Service Funds	0	0	0	0
Total	1,406,760	1,464,940	1,427,300	(37,640)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	16.00	16.00	19.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
42,360	3.00	All Funds	This program represents a restricted funds increase in personnel services due to the transfer of three positions within the department to the Office of the Director. The net increase is partially offset by holding positions vacant in the General Fund.

On-Going Significant Program Changes

Budget	FTE	Fund	Description
(80,000)	0.00	General Fund	This represents a decrease in consultant fees related to the Downtown Traffic Coordinator role no longer being performed by an outside contractor.

Program 2: Transportation Planning and Urban Design

Description: Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	19,380	21,670	23,200	1,530
Employee Benefits	6,460	5,000	3,730	(1,270)
Other Expenses	1,521,620	1,521,930	22,560	(1,499,370)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,547,460	1,548,600	49,490	(1,499,110)
Operating Budget Restricted				
Personnel Services	186,760	189,470	269,660	80,190
Employee Benefits	58,420	77,600	71,950	(5,650)
Other Expenses	127,940	130,690	130,800	110
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	373,120	397,760	472,410	74,650
Internal Service Funds	0	0	0	0
Total	1,920,580	1,946,360	521,900	(1,424,460)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.75	15.75	16.05	0.30

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,424,460)	0.30	All Funds	This program represents adjustments to part-time staff as well as a General Fund decrease due to funding for the streetcar system being allocated to the Streetcar Operations Fund.

Program 3: Engineering

Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	191,030	190,630	213,220	22,590
Employee Benefits	34,910	35,460	17,640	(17,820)
Other Expenses	52,580	53,470	53,730	260
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	278,520	279,560	284,590	5,030
Operating Budget Restricted				
Personnel Services	1,256,610	1,281,540	1,181,110	(100,430)
Employee Benefits	529,360	681,560	382,200	(299,360)
Other Expenses	513,600	531,620	525,290	(6,330)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,299,570	2,494,720	2,088,600	(406,120)
Internal Service Funds	0	0	0	0
Total	2,578,090	2,774,280	2,373,190	(401,090)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	858,000	858,000	1,728,000	870,000
Total Full-time Equivalent Positions	101.65	101.65	96.85	(4.80)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(401,090)	(4.80)	All Funds	This program represents a slight General Fund increase due to increased personnel costs, which is offset by a restricted fund decrease due to the transfer of FTE to other programs within the department and other non-personnel reductions.

Program 4: Traffic Engineering

Description: This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	59,180	60,380	62,960	2,580
Employee Benefits	15,720	14,800	13,780	(1,020)
Other Expenses	2,305,440	2,340,790	2,356,510	15,720
Properties	0	0	0	0
Debt Service	168,860	165,310	0	(165,310)
Operating Total	2,549,200	2,581,280	2,433,250	(148,030)
Operating Budget Restricted				
Personnel Services	1,363,720	1,380,230	1,447,890	67,660
Employee Benefits	461,120	514,370	519,900	5,530
Other Expenses	545,390	557,450	533,070	(24,380)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,370,230	2,452,050	2,500,860	48,810
Internal Service Funds	0	0	0	0
Total	4,919,430	5,033,330	4,934,110	(99,220)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	15,000	15,000	15,000	0
Total Full-time Equivalent Positions	27.00	27.00	28.80	1.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(99,220)	1.80	All Funds	This program represents an increase in FTE due to a department-wide reorganization. There is a General Fund decrease in this program related to an allocation of debt service payments to other funds along with slight increases in non-personnel expenses. This also represents a restricted fund increase due to the transfer of FTE into this program.

Program 5: General Aviation

Description: This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	725,260	734,230	729,980	(4,250)
Employee Benefits	269,700	289,790	292,380	2,590
Other Expenses	624,060	635,700	632,170	(3,530)
Properties	115,010	77,210	77,210	0
Debt Service	64,750	102,550	102,550	0
Operating Total	1,798,780	1,839,480	1,834,290	(5,190)
Internal Service Funds	0	0	0	0
Total	1,798,780	1,839,480	1,834,290	(5,190)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,050,000	2,050,000	2,050,000	0
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(5,190)	0.00	All Funds	This program represents a slight General Aviation Fund decrease in personnel costs and other expenses.

Fiscal Sustainability and Strategic Investment

Street Rehabilitation and Pavement Preservation Program. The goal of the Street Rehabilitation and Pavement Preservation Program (SR3P) is to maintain and improve pavement conditions for City streets to improve safety for motorists and the quality of life in our neighborhoods. The program will look for innovative procurement strategies and pavement preservation best practices to maximize the impact of the program investment.

Milestones for Success:

- Complete Pavement Condition Index Report
- Complete Pavement Management Plan
- Complete Street Cut Impact Report
- Complete Street Rehabilitation Plan for CIP and CAP FY17 Programs
- Complete Pavement Preservation Plan for CAP FY17 Program
- Complete SR3P Procurement Plan
- Complete Street Rehab and Pavement Preservation Plan components by Dec. 15, 2016

Performance Indicators

- Lane miles rehabilitated
- Lane miles treated under pavement preservation program
- Average Citywide PCI

Streetcar Contract Management. The goal of this priority is the provision of attentive oversight and reporting of the City's contracts with SORTA (and by extension, Transdev) for operations and maintenance of the Cincinnati Streetcar. The priority will monitor streetcar operational performance, its cost efficiencies, ridership, capital maintenance needs, and financial stability; and will provide reporting and guidance to the Director, City Manager, and City Council. The Transit Coordinator position should also provide similar oversight on the SORTA bus transit contract.

Milestones for Success:

- Identify staffing to fulfill the contract monitoring duties.
- Identify key data points and resources for monitoring operations, based upon the SORTA streetcar contract (and by extension, the Transdev contract) and internal City costs
- Identify key financial indicators and data for monitoring fiscal performance, based upon the SORTA streetcar contract (and by extension, the Transdev contract) and internal City costs

- Identify key financial data from other funding sources and contracts (e.g., VTICA) to monitor for fiscal performance.
- Identify key data points and resources for monitoring operations, based upon the SORTA bus transit contract
- Identify key financial indicators and data for monitoring fiscal performance, based upon the SORTA bus transit contract
- Identify key reporting metrics to assess successful operations and fiscal responsibility.
- Identify key trend lines to monitor and forecast deficiencies/surpluses in operations, finances, etc.
- Prepare report and analysis templates.
- Complete and deliver reports on a regular, agreed upon schedule.

Performance Indicators

- On-time submittal of streetcar reports
- On-time submittal of bus transit reports

Thriving and Healthy Neighborhoods

Traffic Mitigation. The goal of this priority is to minimize and mitigate traffic disruptions due to construction, particularly in areas of high vehicular and pedestrian activity like the Downtown and Uptown areas. Particular attention should be made to emphasize pedestrian safety in these areas throughout the City, particularly in neighborhood centers, downtown, higher concentrations of vulnerable populations (elderly, children), and other areas of high pedestrian activity.

Milestones for Success:

- Identify new staffing to act serve as a new Construction Coordinator and transition these functions from existing contract staff to new internal staffing.
- With the City Manager's Public Information Office, identify staffing to maintain and update the City's new RoadmapCincy platform for communicating construction activities, detours, events, etc.
- Identify the appropriate social media platforms and website update to communicate traffic and construction information.
- Develop and implement social media communication and website templates.
- Convene regular Infrastructure Coordination meetings with Utilities, DOTE, and CPD Special Events Unit and appropriate CPD District Command staff.

- Complete an update of standard DOTE Permit conditions with emphasis on permittee communications requirements and pedestrian safety near work zones.

- Complete an update of standard DOTE Construction Contract conditions with emphasis on permittee communications requirements and pedestrian safety near work zones.

- Review (and revise by ordinance, if necessary) existing loading and double parking laws with Traffic, CPD, and Parking Enforcement to improve efficacy of existing laws, deterrents and enforcement actions.

- Install "software" on desktop computers of the Director, City Traffic Engineer, Traffic Principal Engineer, and Traffic Supervising Engineer – Signals Section to allow viewing access to view Police Cameras for real time assessment of traffic conditions/ situations.

- Explore and document the feasibility of the creation of a "rapid response team" address traffic issues, with consideration of appropriate staffing from various agencies, resources required, costs, and private sector support.

- Complete Pedestrian Incident Reporting Tool in CSR System.

Performance Indicators

- Complaints Logged with CSR and Tasks

- Vehicular and Pedestrian Incidents w/in Construction Areas

- Number of Signals Re-timed for Traffic Efficiency

Innovative Government

Permitting. The goal of this priority is the effective, efficient management of the use and occupancy of the right of way by utilities and other third parties through a streamlined permitting process that is well coordinated with the Permit Center and seamless from the customer's perspective. The priority will work to improve DOTE's right-of-way permitting and inspections functions, including the Revocable Street Privilege (RSP) approval process.

Milestones for Success:

- Identify weaknesses in current permitting processes, including barriers to successful coordination with other agencies

- Develop an Action Plan to address weaknesses and coordination issues

- Implement the necessary process and policy changes identified in the Plan, and evaluate the success of those changes at an appropriate interval

- Complete Innovation Lab Event to streamline RSP process

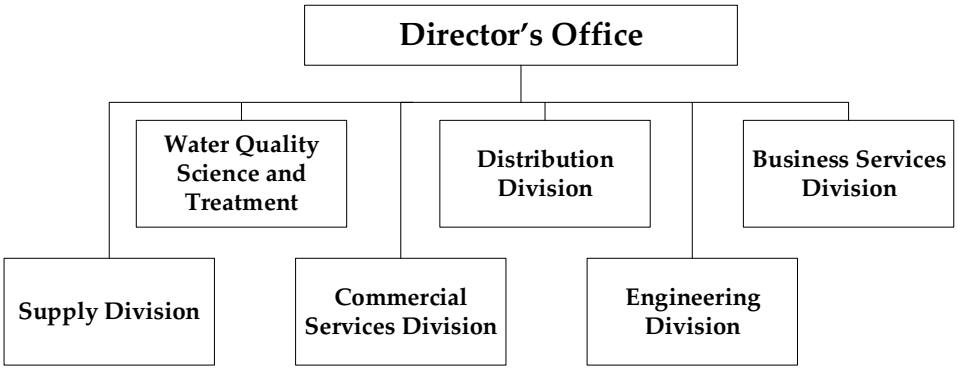
- Implement recommendations of RSP Lab

Performance Indicators

- Number of permit applications
- Number of permits issued
- Median time to issue permits

Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	32,735,340	33,257,260	33,534,060	276,800
Employee Benefits	11,832,470	13,104,020	12,845,120	(258,900)
Other Expenses	41,585,220	42,116,370	40,480,190	(1,636,180)
Properties	1,053,930	1,053,930	2,123,000	1,069,070
Debt Service	55,033,920	55,033,920	51,276,080	(3,757,840)
Operating Total	142,240,880	144,565,500	140,258,450	(4,307,050)
Internal Service Funds	0	0	0	0
Total	142,240,880	144,565,500	140,258,450	(4,307,050)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	144,500,000	146,000,000	147,000,000	1,000,000
Total Full-time Equivalent Positions	620.25	620.25	618.93	(1.32)

Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

Program Summaries

Program 1: Departmental Support Services

Description: This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	5,663,960	5,710,550	8,119,490	2,408,940
Employee Benefits	1,912,050	2,100,360	2,798,500	698,140
Other Expenses	6,021,580	6,348,130	6,748,000	399,870
Properties	1,053,930	1,053,930	2,123,000	1,069,070
Debt Service	55,033,920	55,033,920	51,276,080	(3,757,840)
Operating Total	69,685,440	70,246,890	71,065,070	818,180
Internal Service Funds	0	0	0	0
Total	69,685,440	70,246,890	71,065,070	818,180
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	144,500,000	146,000,000	147,000,000	1,000,000
Total Full-time Equivalent Positions	95.00	95.00	124.40	29.40

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
818,180	29.40	All Funds	This program reflects an increase, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. The increase is primarily related to an increase of FTE transferred from other programs and a decrease in debt service.

Program 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	3,365,840	3,551,230	2,773,500	(777,730)
Employee Benefits	1,088,100	1,249,700	954,230	(295,470)
Other Expenses	6,364,040	5,898,030	4,238,580	(1,659,450)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	10,817,980	10,698,960	7,966,310	(2,732,650)
Internal Service Funds	0	0	0	0
Total	10,817,980	10,698,960	7,966,310	(2,732,650)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	70.29	70.29	59.15	(11.14)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,732,650)	(11.14)	All Funds	This program reflects a decrease, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. This decrease is directly related to the reorganization and centralization of the Information Technology function, transferring FTE and IT non-personnel costs out of the Commercial Services program and into the Departmental Support Services program.

Program 3: Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	8,290,320	8,329,540	7,641,090	(688,450)
Employee Benefits	3,185,640	3,517,100	3,151,530	(365,570)
Other Expenses	14,744,460	15,007,050	15,202,910	195,860
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	26,220,420	26,853,690	25,995,530	(858,160)
Internal Service Funds	0	0	0	0
Total	26,220,420	26,853,690	25,995,530	(858,160)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	145.96	145.96	137.00	(8.96)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(858,160)	(8.96)	All Funds	This program reflects a decrease, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. This decrease is directly related to the reorganization and centralization of the Information Technology function, transferring FTE and IT non-personnel costs out of the Commercial Services program and into the Departmental Support Services program which is partially offset by increases in Duke Energy charges and an increase in the cost of materials.

Program 4: Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	8,842,060	8,849,840	8,957,350	107,510
Employee Benefits	3,614,720	3,890,270	3,787,300	(102,970)
Other Expenses	7,223,530	7,219,360	7,134,640	(84,720)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	19,680,310	19,959,470	19,879,290	(80,180)
Internal Service Funds	0	0	0	0
Total	19,680,310	19,959,470	19,879,290	(80,180)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	170.00	170.00	170.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(80,180)	0.00	All Funds	This program reflects a decrease, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. This program decrease is primarily related to citywide net decreases in employee benefits and miscellaneous non-personnel decreases.

Program 5: Water Quality Science & Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	2,937,830	2,967,870	2,603,140	(364,730)
Employee Benefits	887,100	966,170	852,700	(113,470)
Other Expenses	5,947,740	6,408,020	5,856,840	(551,180)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	9,772,670	10,342,060	9,312,680	(1,029,380)
Internal Service Funds	0	0	0	0
Total	9,772,670	10,342,060	9,312,680	(1,029,380)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	45.00	45.00	40.92	(4.08)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,029,380)	(4.08)	All Funds	This program reflects a decrease, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. This program decrease is related to the reduction of FTE which are transferred to several other divisions and reductions in the cost of treatment chemicals.

Program 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2017 Recommended Update	Change FY 2017 Budget to FY 2017 Update
Operating Budget General Fund				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Operating Budget Restricted				
Personnel Services	3,635,330	3,848,230	3,439,490	(408,740)
Employee Benefits	1,144,860	1,380,420	1,300,860	(79,560)
Other Expenses	1,283,870	1,235,780	1,299,220	63,440
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,064,060	6,464,430	6,039,570	(424,860)
Internal Service Funds	0	0	0	0
Total	6,064,060	6,464,430	6,039,570	(424,860)
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	94.00	94.00	87.46	(6.54)

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(424,860)	(6.54)	All Funds	This program reflects a decrease, which is primarily due to the reorganization of the Greater Cincinnati Water Works as an independent utility after decoupling from the Metropolitan Sewer District. This program increase is primarily related to a decrease in reimbursements which are offset by the transfer of some IT positions to the Departmental Support Services program and the elimination of some other FTE.

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Thriving & Healthy Neighborhoods

GCWW Lead Enhanced Program. GCWW has been removing lead service lines from the distribution system since 1971. The goal of the Lead Enhanced Program is to further minimize the risk of lead service lines in the distribution system. GCWW is working to enhance current programs to provide more education about lead and initiate new solutions that will further minimize lead service lines (public and private) in the distribution system.

Milestones for Success:

- Implement communications strategies to educate customers on lead and lead service lines.
- Establish an assistance program for customers to remove the private lead service lines.
- Execute a schedule to increase the work to remove the public lead service lines sooner.
- Create a database of all the lead service lines that have been removed (public and private).

Performance Indicators:

- Lead Service Lines removed (public responsibility)
- Led Service Lines removed (private responsibility)
- Attend Community Council meetings (lead responsibility)
- # of pitchers and filters issued

Innovative Government

Establish Monthly Billing, Improve Call Center Practices, and Expand Payment Options. Moving from quarterly to monthly billing will help all customers stay current with payments, and will further help low- and moderate income water users stay current along with seniors with fixed incomes. Build a customer-centric call center infrastructure by implementing strategies that result in less effort for the customers to gain the information they need, resulting in increased customer satisfaction.

Milestones for Success:

- Plan and implement monthly billing for all customers.
- Monitor and track payment plan requests.
- Advertise other options for making payments to replace the Lobby Operations (Kroger, Walmart, IVR, online, City Treasury, Family Dollar, Warsaw Wireless, etc.)
- Review and improve call center practices to better serve all customers and to provide adequate data to make necessary improvements to the processes.
- Increase the number of customers that receive electronic bills.
- Call categories per service (water, sewer, stormwater).

Performance Indicators:

- Call Center Calls regarding Payment Issues
- Call Center Calls for Payment Plans
- Call Center Calls - Delinquency Questions
- Payment Plans
- # of customers/come into the lobby to see a Rep
- High Bill Rate Questions Overall
- #of customers that receive electronic bills
- # of payments received in the lobby
- # of billing account adjustments (GCWW)
- # of billing account adjustments (MSD)

Fiscal Sustainability & Strategic Investment

Increase Revenue Opportunities by establishing the Service Bureau, and Improve Collections. GCWW provides billing and call center services to other utilities. Currently, services are provided to Lexington KY and Alexandria VA. In 2017, Lexington will take their billing and call center operations in house. GCWW needs to seek other opportunities to provide billing and call center services to other utilities.

Milestones for Success:

- Define the service bureau
- Establish new contracts with utilities for billing and call center services
- Create marketing portfolios for potential customers explaining GCWW services
- Complete various responses to RFPs for billing and call center services
- Create and refine a consistent collections process for active and inactive accounts.
- Review billing operations adjustments and develop a plan to minimize bill adjustments for GCWW and MSD.
- Better understanding of all water tampering situations
- Shutoffs that occur due to tampering
- Increase in revenue due to tampering investigations and customers now paying for service

Performance Indicators:

- Revenue from new customers (service bureau)
- # of shutoffs that occur due to tampering
- $ increase in revenue due to collection from customers who tamper
- # of tampering situations per month
- # of active delinquent accounts, (monthly avg)
- $ of active delinquent accounts, (monthly avg)
- # of accounts in collection process
- $ of accounts in collection process
- # of accounts written off/year
- $ of accounts eritten off/year

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Section 5: Capital Budget Update

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The Recommended FY 2017 Capital Budget Update is based on the City Council Approved FY 2017 Capital Budget with modifications as noted herein. The update provides recommended changes to the Approved FY 2017 Capital Budget, which is the second year of the Approved FY 2016-2017 Biennial Capital Budget. An All Funds Capital Budget Update of $466.4 million is recommended, which represents a $199.2 million, or 74.6% increase to the Approved FY 2017 All Funds Capital Budget of $267.2 million. The table below compares the Recommended FY 2017 Capital Budget Update with the FY 2017 Approved Capital Budget.

Recommended FY 2017 All Funds Capital Budget Update

	FY 2017 Approved	FY 2017 Update	$ Change FY 2017 Update to FY 2017 Approved	% Change FY 2017 Update to FY 2017 Approved
General Capital	**$ 75,478,700**	**$ 89,887,130**	**$ 14,408,430**	19.1%
Restricted Funds				
Parking Facilities	100,000	730,000	630,000	630.0%
Convention Center	230,000	1,030,000	800,000	347.8%
General Aviation	656,400	656,400	-	0.0%
Stormwater Management	700,000	4,400,000	3,700,000	528.6%
Telecommunications	30,000	30,000	-	0.0%
Metropolitan Sewer District	152,118,886	300,745,114	148,626,228	97.7%
Water Works	34,276,000	49,276,000	15,000,000	43.8%
Income Tax Transit	100,000	100,000	-	0.0%
Restricted Funds Total	**$ 188,211,286**	**$ 356,967,514**	**$ 168,756,228**	**89.7%**
Special Revenue Capital	**$ 600,000**	**$ 3,388,747**	**$ 2,788,747**	**464.8%**
Matching Capital	**$ 2,872,800**	**$ 16,136,998**	**$ 13,264,198**	**561.7%**
Grand Total	**$ 267,162,786**	**$ 466,380,389**	**$ 199,217,603**	**74.6%**

The Administration is recommending a total FY 2017 General Capital Budget Update of $89.9 million, which is $14.4 million more than the FY 2017 Approved General Capital Budget of $75.5 million. The $168.8 million or 89.7% increase in the Recommended FY 2017 Restricted Funds Capital Budget Update of $357.0 million compared to the FY 2017 Approved Restricted Funds Capital Budget of $188.2 million is primarily related to a $148.6 million increase in the Metropolitan Sewer District Fund and a $15.0 million increase in Water Works.

Please note: The Metropolitan Sewer District did not change its fiscal year in 2013 to align with the change in the City's fiscal year of July 1 through June 30. Therefore, the Recommended FY 2017 Restricted Funds Capital Budget Update includes Calendar Year 2016 (January 1 through December 31, 2016) capital project amounts. The Capital Budget for the Metropolitan Sewer District is annually approved by the Hamilton County Board of County Commissioners each December.

The recommended amount of $3.4 million for Special Revenue represents an increase of $2.8 million, which is primarily due to the addition of $2.0 million in resources from the Urban Renewal Debt Retirement Fund and the amount of $0.8 million in Urban Redevelopment Tax Increment Equivalent Permanent Improve-

ment Fund resources. For Matching Capital, the recommended amount of $16.1 million is $13.3 million greater than the amount included in the FY 2017 Approved Capital Budget. This increase is primarily related to Traffic Signals Grants in the amount of $5.7 million, Alternate Transportation Grants in the amount of $4.0 million, and Bridge Grants in the amount of $3.6 million.

ANALYSIS OF CAPITAL BUDEGET EXPENDITURES

General Capital Fund Expenditures

Planned General Capital projects for the Recommended FY 2017 Capital Budget Update total $89.9 million, which matches the total estimated resources for the Recommended FY 2017 Capital Budget Update of $89.9 million.

Recommended Mega Projects in FY 2017 - The Recommended General Capital Budget includes funding for several mega projects in the FY 2017 Budget Update. Mega projects are large, stand alone capital projects that require funding from General Capital resources, which results in reductions to General Capital Budgets within departments for more typical projects. Descriptions and funding recommendations are provided for each mega project below:

- Emergency Dispatch Consoles (Police - Emergency Communications Center)
    - $0.5 million in FY 2017
    - This project would provide resources for dispatch consoles to be used by operators and dispatchers, which will enhance the old outdated/obsolete ones presently in place with improved design, maximum efficiency, and functionality.

- Emergency Dispatch Radio Console (Police - Emergency Communications Center)
    - $90,000 in FY 2017
    - This project would provide resources for upgrading the teletype query to better facilitate service to the Cincinnati Police Department (CPD). A new radio console will provide improved design, efficiency, and functionality. The console is ergonomically designed to make teletype query searches more efficient so as to provide necessary information to first responders as quickly as possible.

- Mobile Radio Replacement (Police)
    - $0.8 million in FY 2017
    - This project would provide resources for debt service payments on the replacement of approximately 1,546 police radios. The current police radios will become obsolete and not be compatible with the new radio infrastructure being installed throughout the City.

- Police Mobile Digital Video (In-Car Camera) Storage (Police)
    - $310,000 in FY 2017
    - This project will continue to provide resources for a wireless mobile digital video (in-car camera) storage system with connectivity for file download to a central storage platform as well as purchasing new in-car cameras. Video storage is a legal mandate per the Federal Court Memorandum of Agreement (MOA) with the United States Department of Justice (DOJ).

- 800 MHz Radios (Enterprise Technology Solutions)
    - $1.4 million in FY 2017
    - This project would provide resources for debt service payments, after refinancing, on a multi-phase manufacturer-required upgrade to the radio system used by most City Departments including Police and Fire.

- Information Technology Efficiency Initiatives (Enterprise Technology Solutions)
    - $1.0 million in FY 2017
    - This project would provide resources to support information technology (IT) capital projects that promote efficiency for City departments. This project complies with the City Council directive to scale up technology applications that will increase productivity and reduce costs (Doc. #200900970).
    - As recommended by IT Governance, planned Information Technology Efficiency Initiatives in FY 2017 include Utility Bill Automation and Energy Management, Office of Environment and Sustainability; Collection Software, Law Department; Cincinnati Human Resources Information System (CHRIS) Enhancement, Human Resources; and Cincinnati Financial System (CFS) Upgrade, Finance Department. Resources dedicated to the CHRIS Enhancement project as well as the CFS Upgrade will leverage resources from the City's various Enterprise Funds to share the cost of implementation.

- SONET System Replacement (Enterprise Technology Solutions)
    - $3.7 million in FY 2017
    - This project would provide resources for the replacement and upgrade the City's legacy SONET system with a new SONET system or comparable solution. The current SONET was implemented 15+ years ago and requires replacement to ensure continued reliable operation, plus capacity and capability to meet future demand for bandwidth and services.

- Cincinnati Budget System Upgrades (City Manager's Office)
    - $55,000 in FY 2017
    - This project would provide resources in FY 2017 for an upgrade of the Cincinnati Budget System to the latest version of the software. This represents a restoration of funding due to resources reduced from the CBS Upgrades project in order to support the immediate needs of the Permit Center Equipment project in December 2015. (Ord. No. 0382-2015)

- Music Hall Renovations (Public Services)
    - $10.0 million in FY 2017
    - This project would provide resources to support major renovations to Music Hall in partnership with the Music Hall Revitalization Company. The City assists in the continual improvement of this historic facility to ensure its use for future generations.
    - $4.0 million of this recommendation complies with Ordinance No. 84-2013, which was approved by the City Council on April 10, 2013 and directs the Administration to allocate up to $10.0 million to this project over four years starting in 2016. Since fundraising goals were not met in FY 2016, the $2.0 million FY 2016 installment will be included with the FY 2017 allocation of $2.0 million.
    - The remaining $6.0 million of this recommendation is a one-time contribution and would replace the City's annual $400,000 contribution towards upgrades and

enhancements to Music Hall. The $400,000 annual contribution would be removed from the Community Facilities Improvements project, indefinitely.

- Community Facility Improvements (Public Services)
    - $200,000 in FY 2017
    - This project would provide resources for HVAC work, exterior shell improvements and repair, waterproofing, ADA barrier removal, and security upgrades for the Cincinnati Art Museum ($200,000). This project would no longer provide resources for Music Hall. See "Music Hall Renovations" project for additional information.

- Convention Center Expansion (Transportation & Engineering)
    - $250,000 in FY 2017
    - This project would provide resources to represent the City's contribution from the General Capital Budget for the expansion of the Convention Center. The City's contribution from the General Capital Budget began with the 2003 allocation. The amount of the City's contribution was amended in FY 2015 from $1.0 million to $250,000.

- MLK/I-71 Interchange SIB Loan (Transportation & Engineering)
    - $0.7 million in FY 2017
    - This project would continue to provide resources for interest payments and other fees on an Ohio State Infrastructure Bank (SIB) loan of $25.0 million for the construction of the Martin Luther King, Jr./I-71 Interchange as approved by the City Council (Ordinance No. 377-2013). The Martin Luther King, Jr./I-71 Interchange will improve access from 1-71 to the Uptown area and neighboring communities, reduce congestion and travel times in the area, improve wayfinding, increase safety, and promote economic vitality in the Uptown area of Cincinnati.

- SCIP Loan Repayment (Transportation & Engineering)
    - $306,140 in FY 2017
    - This project would provide resources for the repayment of zero-interest loans from the Ohio Public Works Commission used to rehabilitate streets in various City neighborhoods.

- Street Rehabilitation (Transportation & Engineering)
    - $15.6 million in FY 2017
    - This project would provide resources for the systematic repair and resurfacing of streets throughout the City, which includes repairs to curbs, pavements, and resurfacing the roadway. Project funds are also used to leverage funding from sources outside of the City.

- Street Rehabilitation - Capital Acceleration (Transportation & Engineering)
    - $14.4 million in FY 2017
    - This project would augment the Street Rehabilitation program and also provide an element of preventative maintenance in a strategic effort to improve the overall quality of streets throughout the City.

- Street Rehabilitation Debt - Capital Acceleration (Transportation & Engineering)
    - $189,790 in FY 2017
    - This project would provide resources for debt service payments associated with the Street Rehabilitation – Capital Acceleration project.

- Fleet Replacements (Public Services)
    - $6.0 million in FY 2017
    - This project would provide resources for the purchase of replacement automotive and motorized equipment for City agencies supported by the General Fund.

- Fleet Lease Purchase - Capital Acceleration (Public Services)
    - $4.5 million in FY 2017
    - This project would augment the Fleet Replacements program and in a strategic effort to bring the City's General Fund supported automotive and motorized equipment into lifecycle.

- Fleet Lease Purchase Payment - Capital Acceleration (Public Services)
    - $400,200 in FY 2017
    - This project would provide resources for the lease purchase payments on automotive and motorized equipment supported by the General Fund agencies.

Infrastructure Mandate - In order to maintain the 0.1% portion of the 2.1% City Income Tax dedicated to Smale Infrastructure, the recommended FY 2017 Capital Budget Update includes $55.2 million for Smale Infrastructure projects. With a base requirement of $61.9 million and assuming a FY 2017 Operating Budget infrastructure spending amount of $34.0 million, which is 90% of the estimated FY 2015 allocation, the estimated coverage for Smale infrastructure spending is 144.1%.

The City typically budgets a coverage ratio of 110% - 120% in order to safeguard against potential delays in implementing some capital projects caused by weather, property acquisition, and other unforeseen factors. This FY 2017 Capital Budget Update recommendation, combined with an estimate of infrastructure spending in the FY 2017 Operating Budget Update, is expected to provide adequate coverage to ensure that the City continues to meet the expenditure requirements approved by the voters in 1988.

Street Rehabilitation - The City Council has previously directed the Administration to develop a Capital Budget with sufficient resources, when combined with grant resources, to complete an average of 100 lane miles of street rehabilitation each year. The Recommended FY 2017 Capital Budget Update includes $15.6 million for the Street Rehabilitation project and $14.4 million for the Street Rehabilitation – Capital Acceleration project. The Department of Transportation and Engineering (DOTE) also anticipates receiving outside grants of $1.8 million for Street Rehabilitation projects in FY 2017. Even though the rehabilitation cost per lane has increased over 20% from 2015 to an estimated $215,000 per lane mile, the department anticipates completing at least 100 lane miles of street rehabilitation in FY 2017.

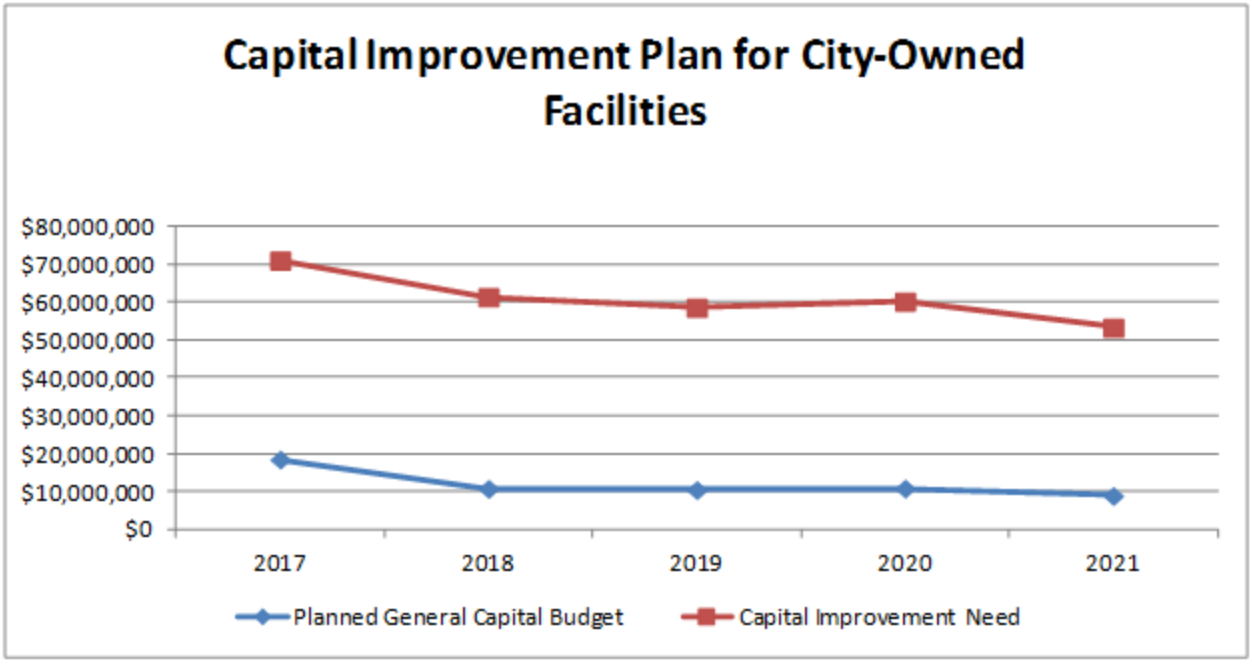
It should be noted that DOTE is in the process of completing a comprehensive pavement management plan, which will provide guidance on when to apply preventive maintenance and street rehabilitation in order to improve the overall rating of city streets over the long-term.

Fleet Replacement - The Fleet Replacements capital project in the Department of Public Services supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Many of the vehicles are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. Consequently, the maintenance costs for

repairing this equipment have increased dramatically, hampering operating funds and limiting a department's ability to perform its core functions. The Fleet Lease Purchase – Capital Acceleration of $4.5 million in FY 2017 will augment $6.0 million in the Fleet Replacements project in order to make significant strides towards replacing the fleet on life-cycle for various vehicle and equipment classifications after several years of underfunded fleet replacement.

City Facilities - On June 16, 2003, the Capital Improvement Plan for City Facilities report (Document #200306339) was submitted to the Finance Committee. In that report, the total estimated capital improvements need for City-owned facilities over the six-year period was $160.6 million and the planned expenditures totaled $78.2 million, leaving a shortfall of $82.4 million. An update of that report shows a total capital improvements need of $304.5 million for FY 2017-2021 and a planned allocation amount of $59.4 million, generating a shortfall of $245.0 million. In FY 2017, the total need is $71.0 million, the recommendation totals $18.5 million, and the estimated shortfall for capital improvements for City facilities is $52.5 million. Among the total $18.5 million recommendation for planned expenditures for all City-owned facilities in FY 2017, $10.0 million has been recommended for Music Hall Renovations.

The following chart illustrates the gap between the planned General Capital Budget spending over the FY 2017-2021 Capital Improvement Program and the need for capital improvements.



ANALYSIS OF CAPITAL BUDGET RESOURCES

A. General Capital Resources

The estimated resources for the FY 2017 General Capital Budget Update total $89.9 million, which is $14.4 million greater than the $75.5 approved for FY 2017 during the development of the FY 2016-2017 Biennial Capital Budget. The exhibit "FY 2017 General Capital Budget Update Summary," provides a comparison of

resources and expenditures included in the FY 2017 Approved General Capital Budget with the resources and expenditures included in the FY 2017 Recommended General Capital Budget Update.

City Income Tax

The City Income Tax is a locally levied tax applied to gross salaries, wages, and other personal compensation, and net profits earned by all City residents and to earnings of nonresidents working in the City limits. The City's income tax of 2.1% is subdivided into four components: general operations (1.55%), transit (0.3%), infrastructure (0.1%), and capital (0.15%). The 0.1% portion of the 2.1% City Income Tax, along with the local motor vehicle license tax and gasoline tax, is dedicated to infrastructure spending, but is not included as a capital resource. These resources go into special revenue funds, which are used in the operating budget for the maintenance and repair of infrastructure, but this can also be used for infrastructure capital in accordance with each resource's definition of eligibility per statute or ordinance. City Income Tax resources for FY 2017 are $13.9 million.

Property Tax Supported Bonds

The assessed valuation of property within the City subject to ad valorem taxes includes real property, public utilities property, and tangible personal property. In accordance with State law, some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there are sufficient tax proceeds for the payment of the debt service on the bonds. The estimate for Property Tax Supported Bonds (unvoted bonds) will allow the City to maintain the property tax millage of 6.5 mills to meet the debt service requirements. The City is within the unvoted statutory debt limitation of 5.5% of assessed value in the City.

The Property Tax Supported Bonds resource for FY 2017 is $15.0 million. The Property Tax Supported Debt – Capital Acceleration resource for FY 2017 is $10.0 million. This resource is necessary to support the Capital Acceleration Plan.

Approximately 76% of the City's current outstanding general obligation property tax and self-supported debt of $538 million will be retired by December 31, 2027. Credit quality and affordability issues, used by bond rating agencies to determine the City's bond rating, continue to be indicators for the City. The per capita debt of $3,980 and debt outstanding of 6.44% of the market value of taxable property are two examples.

Although the City currently utilizes general obligation bonded debt for self-supporting bond issues (such as urban renewal/economic development, parking system, and recreational facilities), self-supporting revenue sources have been, and are expected to be, sufficient to pay principal and interest requirements on all self-supporting debt. Beginning in 2000, the City Council approved a policy to use revenue bonds to support future Water Works capital projects.

The City also issues bonds with debt service to be paid by a portion of the 0.15% income tax earmarked for capital purposes. This strategy has been utilized by the City Council to leverage funds for special projects such as emerging development opportunities. The City uses this strategy sparingly, in order to have funds available for pay-as-you go (cash) projects.

Southern Railway Note Proceeds

Cincinnati owns the Cincinnati Southern Railway and leases its use. In 1987, the City renegotiated the terms of the lease for a more favorable annual income. The City Council endorsed a policy by resolution to dedi-

cate funds generated by the Southern Railway to infrastructure projects. The notes issued and interest income provides a resource for infrastructure projects.

The Southern Railway Note Proceeds resource for FY 2017 is $20.8 million.

Income Tax Supported Debt

The Recommended FY 2017 Capital Budget Update includes the use of City Income Tax Supported Debt as a resource for project expenditures. The ability to use City Income Tax proceeds to support debt will be determined annually by forecasted income tax revenues.

The Income Tax Supported Debt resource is $11.0 million in FY 2017. In order to support the Capital Acceleration Plan, the Income Tax Supported Debt – Capital Acceleration resource is $4.4 million in FY 2017.

Income Tax Supported Equipment Lease Purchase

The Recommended FY 2017 Capital Budget Update includes the use of City Income Tax Supported Equipment Lease Purchase – Capital Acceleration as a resource to support the equipment lease portion of the Capital Acceleration Plan. The ability to utilize this resource to support lease purchasing will be reevaluated annually.

The Income Tax Supported Debt – Capital Acceleration resource is $4.5 million in FY 2017.

Bond Retirement Note Proceeds

The balance in the City's bond retirement fund is in excess of the amount required to pay debt service payments and maintain required coverage on the City's outstanding obligations. The excess is the result of a combination of (i) premium generated on the City's recent bond issuances, (ii) remaining property tax revenues generated by the portion of the City's millage rate allocated to the fund and (iii) investment proceeds.

The City's options to utilize these excess funds are limited by certain provisions of Ohio law, but there are two options available to the City. First, the City may potentially reduce the portion of its property tax millage rate allocated to the bond retirement fund over time to a level that provides close to sufficient funds including maintaining sufficient coverage to pay debt service payments on the City's outstanding obligations. The second option is to utilize the excess funds to support the issuance of short-term debt obligations for the purpose of additional capital improvements related to the City's information technology system. The premium generated to pay a portion of the debt service on the Series 2015 and 2016 Bonds has freed up property tax revenue along with investment proceeds to support the additional capital improvements related to the City's information technology system.

The Bond Retirement Note Proceeds resource for FY 2017 is $7.0 million.

Miscellaneous Other Revenue

Proceeds from the sale of the Blue Ash Property are reflected as a miscellaneous revenue resource. The Miscellaneous Other Revenue resource is $1.4 million in FY 2017.

Reprogramming Resources

Reprogramming resources are unused funds typically recaptured from projects that are completed. The remaining balances are available and recommended for use in other projects. The FY 2017 Reprogramming resource amount is $1.9 million.

B. RESTRICTED CAPITAL RESOURCES

The Enterprise Funds, within the Restricted Funds group, support their capital and operating budgets through user fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funding is used for capital purposes. The FY 2017 Restricted Capital Budget Update includes resources from the following funds:

- Parking Facilities Fund (102)
- Convention Center Fund (103)
- General Aviation Fund (104)
- Stormwater Management Fund (107)
- Telecommunications Services Fund (336)
- MSD Capital Improvements Fund (704)
- Water Works Capital Fund (756)
- Income Tax Transit Fund (759)

Restricted Fund Capital Budget resources recommended for the FY 2017 Capital Budget Update total $357.0 million. For a complete description of the Restricted Capital projects, please refer to the individual departmental sections in this document.

Note: The Metropolitan Sewer District did not change its fiscal year (which aligns with the calendar year) to align with the City's fiscal year (July 1st through June 30th). Therefore, the Recommended FY 2017 Restricted Funds Capital Budget Update includes Calendar Year 2016 (January 1 through December 31, 2016) capital project amounts. The Capital Budget for the Metropolitan Sewer District is approved by the Hamilton County Board of County Commissioners, typically in the preceding December.

C. SPECIAL REVENUE CAPITAL RESOURCES

Urban Renewal Debt Retirement Fund

For the FY 2017 Capital Budget Update, Urban Renewal Debt Retirement resources are $2.0 million. The resources are generated by the excess payments in lieu of taxes pilot and are available for making payments for interest, principal, redemption premium, fee, cost or expenses obligations or urban renewal bonds for capital improvements within the urban renewal area.

Special Housing Permanent Improvement Fund (SHPIF)

For the FY 2017 Capital Budget Update, SHPIF resources are estimated at $638,747, which represent the final amount available from this fund. The resources from this fund are generated from fifty percent of the rental income from City Property and a portion of downtown tax increment payments and are used to support the development of market rate housing.

Urban Redevelopment Tax Increment Equivalent Fund

The balance in the City's Urban Redevelopment Tax Increment Equivalent Fund is generated the payments in lieu of taxes pilot. The Urban Redevelopment Tax Increment Equivalent Fund resource for FY 2017 is $750,000. This resource is dedicated to paying debt service and related costs, capital improvement expenditures, and transfers to the special housing trust fund.

CONCLUSION

The Administration is recommending an All Funds Capital Budget Update of $466.4 million, which represents a $199.2 million, or 74.6% increase to the Approved FY 2017 All Funds Capital Budget of $267.1 million. The Recommended FY 2017 General Capital Budget Update totals $89.9 million, which is $14.4 million greater than the FY 2017 Approved General Capital Budget. The Recommended FY 2017 General Capital Budget Update is balanced to resources.

In the Recommended FY 2017 Restricted Funds Capital Budget Update, significant changes are recommended in the Metropolitan Sewer District Fund which reflects the expected spending on projects and revenue expectations. The recommendation for the restricted funds includes Calendar Year 2016 (January 1 through December 31, 2016) capital project amounts for the Metropolitan Sewer District.

Exhibit 1: FY 2017 General Capital Improvement Program

	FY 2017 Approved	FY 2017 Update	Adjustments
CAPITAL PROGRAM RESOURCES			
Income Tax Capital Revenue	13,859,500	13,888,000	28,500
Property Tax Supported Bonds	15,000,000	15,000,000	0
Property Tax Supported Debt - Capital Acceleration	10,000,000	10,000,000	0
Southern Railroad Note Proceeds	20,819,200	20,819,130	(70)
Income Tax Supported Debt	5,000,000	11,000,000	6,000,000
Income Tax Supported Debt - Capital Acceleration	4,400,000	4,400,000	0
Income Tax Supported Equip. Lease Purchase-Cap. Acceleration	4,500,000	4,500,000	0
Miscellaneous Other Revenue	1,400,000	1,400,000	0
Bond Retirement Note Proceeds	0	7,000,000	7,000,000
Reprogramming	500,000	1,880,000	1,380,000
TOTAL PROGRAM RESOURCES	75,478,700	89,887,130	14,408,430
PROGRAM EXPENSE			
Debt Service Payments	2,197,500	3,793,070	1,595,570
Economic Development	4,769,900	3,416,400	(1,353,500)
Environment	240,700	202,200	(38,500)
Equipment	13,954,300	22,801,320	8,847,020
Housing_Neighborhood Development	3,277,300	2,768,700	(508,600)
Infrastructure(Smale Commission)	50,729,000	55,232,640	4,503,640
New Infrastructure	310,000	1,672,800	1,362,800
TOTAL PROGRAM EXPENSE	75,478,700	89,887,130	14,408,430

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Exhibit 2: FY 2017 All Funds Capital Budget Update

	2017 Approved	2017 Update	Change 2017 Approved 2017 Update
GENERAL CAPITAL	75,478,700	89,887,130	14,408,430
RESTRICTED CAPITAL FUNDS			
Water Works PIF	34,276,000	49,276,000	15,000,000
Telecommunications Services	30,000	30,000	0
Parking System Facilities	100,000	730,000	630,000
MSD Capital Improvements	152,118,886	300,745,114	148,626,228
Stormwater Management	700,000	4,400,000	3,700,000
Income Tax-Transit	100,000	100,000	0
Convention Center	230,000	1,030,000	800,000
General Aviation	656,400	656,400	0
TOTAL RESTRICTED CAPITAL FUNDS	188,211,286	356,967,514	168,756,228
SPECIAL REVENUE CAPITAL FUNDS			
Special Housing PIF	600,000	638,747	38,747
Urban Renewal Debt Retirement	0	2,000,000	2,000,000
Urban Redev Tax Incrmt Equivlt	0	750,000	750,000
TOTAL SPECIAL REVENUE CAPITAL FUNDS	600,000	3,388,747	2,788,747
GRANTS AND MATCHING FUNDS			
Alternate Transportation Grants	0	4,000,000	4,000,000
Traffic Signals Grants	0	5,750,000	5,750,000
Roads/Bridges Grants	1,872,800	5,386,998	3,514,198
Fed Aviation Grants	1,000,000	1,000,000	0
TOTAL GRANTS AND MATCHING FUNDS	2,872,800	16,136,998	13,264,198
TOTAL ALL FUNDS CAPITAL BUDGET	267,162,786	466,380,389	199,217,603

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Exhibit 3: FY 2017 General Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Fund: 980 General Capital			
Buildings & Inspections			
Hazard Abatement/Demolition Program	923,000	775,300	(147,700)
Department Total	923,000	775,300	(147,700)
City Manager			
Center Hill Gas & Leachate	116,800	116,800	0
Cincinnati Budget System Upgrades	0	55,000	55,000
Emergency Environmental Cleanup/UST	10,000	10,000	0
Enterprise Data Warehouse	0	276,000	276,000
Regulatory Compliance & Energy Conservation	113,900	75,400	(38,500)
Department Total	240,700	533,200	292,500
City Planning			
Neighborhood Studies	58,900	65,400	6,500
Department Total	58,900	65,400	6,500
Community & Economic Development			
4th and Race Garage	1,000,000	0	(1,000,000)
BLOC Ministries	0	250,000	250,000
Commercial & Industrial Public Improvements	600,000	350,000	(250,000)
Community Development Focus District	200,000	139,000	(61,000)
Core 4 Strategic Housing Notice of Funding Availability	986,200	763,000	(223,200)
Downtown Housing Development	459,200	315,000	(144,200)
Downtown Plan Implementation	700,000	337,000	(363,000)
Downtown Strategy	0	150,000	150,000
Neighborhood Business District Improvements	800,000	900,000	100,000
Neighborhood Business Property Holding	21,000	15,400	(5,600)
Neighborhood Market Rate Housing	850,000	850,000	0
Retail/Commercial Opportunities	1,248,900	1,200,000	(48,900)
Tax Incentive/Enterprise Zone	100,000	75,000	(25,000)
Viable Small Business Development	100,000	0	(100,000)
Department Total	7,065,300	5,344,400	(1,720,900)
Enterprise Technology Solutions			
800 MHz Radios	1,300,000	1,423,410	123,410
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	116,000	116,000	0
Cincinnati Financial System Upgrades	100,000	42,200	(57,800)
Computer Aided Dispatch Reconfiguration	0	1,500,000	1,500,000
Data Center Infrastructure Replacement	272,000	272,000	0
Disaster Recovery Infrastructure	200,000	350,000	150,000
Electronic Gov't (eGov) Web Enhancement	30,000	30,000	0
Enterprise Networks and Security Enhancements	52,200	52,200	0
IT Service Desk	63,000	0	(63,000)
Income Tax System	0	950,000	950,000
Information Tech. Efficiency Initiatives	400,000	1,000,000	600,000
MAN-SONET System Replacement	0	3,659,420	3,659,420

Exhibit 3: FY 2017 General Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Mobile Expense Management	15,000	0	(15,000)
Department Total	2,548,200	10,145,230	7,597,030
Fire			
Administrative Furniture and Equipment	0	130,000	130,000
Appliances for Existing Firehouses	26,500	26,500	0
Emergency Rescue Boat	0	250,000	250,000
Firefighter PPE	262,800	457,500	194,700
Department Total	289,300	864,000	574,700
Health			
Facilities Renovation and Repairs	191,900	161,200	(30,700)
Department Total	191,900	161,200	(30,700)
Parks			
Park Infrastructure Rehabilitation	1,748,700	2,468,800	720,100
Smale Riverfront Park	0	750,000	750,000
Department Total	1,748,700	3,218,800	1,470,100
Police			
District Interview Rooms	0	30,000	30,000
District Security Upgrades	0	10,000	10,000
Emergency Dispatch Consoles/Workstations	0	500,000	500,000
Emergency Dispatch Radio Console	0	90,000	90,000
Mobile Radio Replacement	0	832,170	832,170
Police Equipment	0	1,040,000	1,040,000
Police Mobile Digital Video (In-Car Camera) Storage	310,000	310,000	0
Department Total	310,000	2,812,170	2,502,170
Public Services			
City Facility Renovation and Repairs	2,295,300	2,403,700	108,400
City Facility Security Equipment	0	120,000	120,000
Community Facility Improvements	400,000	200,000	(200,000)
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Lease Purchase Payments - Capital Acceleration	1,400,000	400,200	(999,800)
Fleet Replacements	5,980,800	5,980,800	0
Music Hall Renovations	4,000,000	10,000,000	6,000,000
Sign Replacement	330,000	0	(330,000)
Trash Receptacles	186,500	186,500	0
Department Total	19,092,600	23,791,200	4,698,600
Recreation			
Aquatics Facilities Renovation	396,100	396,100	0
Athletics Facilities Renovation	498,000	498,000	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	215,000	215,000	0
Recreation Facilities Renovation	2,065,400	1,541,200	(524,200)
Department Total	3,274,500	2,750,300	(524,200)
Transportation & Engineering			
Bicycle Transportation Program	485,000	755,400	270,400
Bridge Rehabilitation Program	950,000	798,000	(152,000)

Exhibit 3: FY 2017 General Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Computerized Traffic Signal System	0	300,000	300,000
Convention Center Expansion	0	250,000	250,000
Curb Ramps - Street Rehab	400,000	400,000	0
Downtown Infrast. Coord. & Implemtn	210,000	176,400	(33,600)
Downtown Streetlight Maintenance/Repair	60,000	50,000	(10,000)
Duke Street Light Installation and Renovation	275,000	100,000	(175,000)
Hillside Stairway Rehabilitation Program	100,000	63,200	(36,800)
Information Systems Acquisition	139,500	117,200	(22,300)
LED Traffic and Pedestrian Signals	110,000	90,000	(20,000)
MLK/I-71 Interchange SIB Loan	697,500	697,500	0
Neighborhood Gateways/Greenways Imprvmnt	210,000	176,400	(33,600)
Neighborhood Transportation Strategies	600,000	500,000	(100,000)
OKI Corridor Studies	210,000	176,400	(33,600)
ORT Kellogg Ave - Salem to Sutton	100,000	84,000	(16,000)
Pavement Management	250,000	210,000	(40,000)
ROW Ordinance Implementation	25,000	21,000	(4,000)
SCIP Loan Repayment	306,140	306,140	0
Safety Improvements	100,000	84,000	(16,000)
Sidewalk Repair Program	400,000	336,000	(64,000)
Spot Infrastructure Replacement	550,000	295,300	(254,700)
Street Calming Program	0	35,000	35,000
Street Improvements	811,060	500,000	(311,060)
Street Light Replacement Project	160,000	100,000	(60,000)
Street Rehabilitation	15,636,400	15,636,400	0
Street Rehabilitation - Capital Acceleration	14,400,000	14,400,000	0
Street Rehabilitation Debt - Capital Acceleration	100,000	189,790	89,790
Traffic Control Device Installation & Renovation	100,000	80,000	(20,000)
Traffic Signal Controllers & Detectors	300,000	252,000	(48,000)
Traffic Signal Installation & Renovation	1,200,000	870,000	(330,000)
Wall Stab. & Landslide Correction	850,000	713,400	(136,600)
Wasson Way Trail	0	662,400	662,400
Department Total	39,735,600	39,425,930	(309,670)
Fund Total	75,478,700	89,887,130	14,408,430
Grand Total	75,478,700	89,887,130	14,408,430

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Exhibit 4: FY 2017 General Capital Project by Expenditure Category

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Debt Service Payments			
Enterprise Technology Solutions			
800 MHz Radios	1,300,000	1,423,410	123,410
Police			
Mobile Radio Replacement	0	832,170	832,170
Public Services			
Fleet Lease Purchase Payments - Capital Acceleration	1,400,000	400,200	(999,800)
Transportation & Engineering			
Convention Center Expansion	0	250,000	250,000
MLK/I-71 Interchange SIB Loan	697,500	697,500	0
Street Rehabilitation Debt - Capital Acceleration	100,000	189,790	89,790
	3,497,500	3,793,070	295,570
Economic Development			
Community & Economic Development			
4th and Race Garage	1,000,000	0	(1,000,000)
BLOC Ministries	0	250,000	250,000
Commercial & Industrial Public Improvements	600,000	350,000	(250,000)
Community Development Focus District	200,000	139,000	(61,000)
Downtown Plan Implementation	700,000	337,000	(363,000)
Downtown Strategy	0	150,000	150,000
Neighborhood Business District Improvements	800,000	900,000	100,000
Neighborhood Business Property Holding	21,000	15,400	(5,600)
Retail/Commercial Opportunities	1,248,900	1,200,000	(48,900)
Tax Incentive/Enterprise Zone	100,000	75,000	(25,000)
Viable Small Business Development	100,000	0	(100,000)
	4,769,900	3,416,400	(1,353,500)
Environment			
City Manager			
Center Hill Gas & Leachate	116,800	116,800	0
Emergency Environmental Cleanup/UST	10,000	10,000	0
Regulatory Compliance & Energy Conservation	113,900	75,400	(38,500)
	240,700	202,200	(38,500)
Equipment			
City Manager			
Cincinnati Budget System Upgrades	0	55,000	55,000
Enterprise Data Warehouse	0	276,000	276,000
Enterprise Technology Solutions			
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	116,000	116,000	0
Cincinnati Financial System Upgrades	100,000	42,200	(57,800)
Computer Aided Dispatch Reconfiguration	0	1,500,000	1,500,000
Data Center Infrastructure Replacement	272,000	272,000	0
Disaster Recovery Infrastructure	200,000	350,000	150,000
Electronic Gov't (eGov) Web Enhancement	30,000	30,000	0
Enterprise Networks and Security Enhancements	52,200	52,200	0

Exhibit 4: FY 2017 General Capital Project by Expenditure Category

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
IT Service Desk	63,000	0	(63,000)
Income Tax System	0	950,000	950,000
Information Tech. Efficiency Initiatives	400,000	1,000,000	600,000
MAN-SONET System Replacement	0	3,659,420	3,659,420
Mobile Expense Management	15,000	0	(15,000)
Fire			
Administrative Furniture and Equipment	0	130,000	130,000
Appliances for Existing Firehouses	26,500	26,500	0
Emergency Rescue Boat	0	250,000	250,000
Firefighter PPE	262,800	457,500	194,700
Police			
District Interview Rooms	0	30,000	30,000
District Security Upgrades	0	10,000	10,000
Emergency Dispatch Consoles/Workstations	0	500,000	500,000
Emergency Dispatch Radio Console	0	90,000	90,000
Police Equipment	0	1,040,000	1,040,000
Police Mobile Digital Video (In-Car Camera) Storage	310,000	310,000	0
Public Services			
City Facility Security Equipment	0	120,000	120,000
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Replacements	5,980,800	5,980,800	0
Trash Receptacles	186,500	186,500	0
Transportation & Engineering			
Information Systems Acquisition	139,500	117,200	(22,300)
	12,654,300	22,801,320	10,147,020
Housing_Neighborhood Development			
Buildings & Inspections			
Hazard Abatement/Demolition Program	923,000	775,300	(147,700)
City Planning			
Neighborhood Studies	58,900	65,400	6,500
Community & Economic Development			
Core 4 Strategic Housing Notice of Funding Availability	986,200	763,000	(223,200)
Downtown Housing Development	459,200	315,000	(144,200)
Neighborhood Market Rate Housing	850,000	850,000	0
	3,277,300	2,768,700	(508,600)
Infrastructure(Smale Commission)			
Health			
Facilities Renovation and Repairs	191,900	161,200	(30,700)
Parks			
Park Infrastructure Rehabilitation	1,748,700	2,468,800	720,100
Public Services			
City Facility Renovation and Repairs	2,295,300	2,403,700	108,400
Community Facility Improvements	400,000	200,000	(200,000)
Music Hall Renovations	4,000,000	10,000,000	6,000,000
Sign Replacement	330,000	0	(330,000)

Exhibit 4: FY 2017 General Capital Project by Expenditure Category

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Recreation			
Aquatics Facilities Renovation	396,100	396,100	0
Athletics Facilities Renovation	498,000	498,000	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	215,000	215,000	0
Recreation Facilities Renovation	2,065,400	1,541,200	(524,200)
Transportation & Engineering			
Bicycle Transportation Program	485,000	755,400	270,400
Bridge Rehabilitation Program	950,000	798,000	(152,000)
Computerized Traffic Signal System	0	300,000	300,000
Curb Ramps - Street Rehab	400,000	400,000	0
Downtown Infrast. Coord. & Implemtn	210,000	176,400	(33,600)
Downtown Streetlight Maintenance/Repair	60,000	50,000	(10,000)
Duke Street Light Installation and Renovation	275,000	100,000	(175,000)
Hillside Stairway Rehabilitation Program	100,000	63,200	(36,800)
LED Traffic and Pedestrian Signals	110,000	90,000	(20,000)
Neighborhood Transportation Strategies	600,000	500,000	(100,000)
OKI Corridor Studies	210,000	176,400	(33,600)
Pavement Management	250,000	210,000	(40,000)
ROW Ordinance Implementation	25,000	21,000	(4,000)
SCIP Loan Repayment	306,140	306,140	0
Safety Improvements	100,000	84,000	(16,000)
Sidewalk Repair Program	400,000	336,000	(64,000)
Spot Infrastructure Replacement	550,000	295,300	(254,700)
Street Calming Program	0	35,000	35,000
Street Improvements	811,060	500,000	(311,060)
Street Light Replacement Project	160,000	100,000	(60,000)
Street Rehabilitation	15,636,400	15,636,400	0
Street Rehabilitation - Capital Acceleration	14,400,000	14,400,000	0
Traffic Control Device Installation & Renovation	100,000	80,000	(20,000)
Traffic Signal Controllers & Detectors	300,000	252,000	(48,000)
Traffic Signal Installation & Renovation	1,200,000	870,000	(330,000)
Wall Stab. & Landslide Correction	850,000	713,400	(136,600)
	50,729,000	55,232,640	4,503,640
New Infrastructure			
Parks			
Smale Riverfront Park	0	750,000	750,000
Transportation & Engineering			
Neighborhood Gateways/Greenways Imprvmnt	210,000	176,400	(33,600)
ORT Kellogg Ave - Salem to Sutton	100,000	84,000	(16,000)
Wasson Way Trail	0	662,400	662,400
	310,000	1,672,800	1,362,800
	75,478,700	89,887,130	14,408,430

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Capital Budget Request Form

MAN-SONET System Replacement

Agency: 091 Enterprise Technology Solutions **Priority:** 5 **Project Manager:** Gorman, M.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for the replacement and upgrade of enterprise network technology in order to achieve improvements in reliability, capacity, security, and functionaility. The project will improve network reliability by replacing obsolete equipment and building additional redundancy into the network design. The project will address bandwidth capacity needs by deploying new technology, which enables expanded capacity. The project will enhance security through deployment of newer network technology with improved security capabilities. The project will improve network functionality through deployment of technology that enables new features such as Quality of Service, which is required for reliable Voice Over IP.

Purpose: The purpose of this project is to ensure reliable operation of the City's network technologies, which are the foundation of the City's IT and communication infrastructure. The City's fiber network and wide area network technologies provide connectivity for nearly every IT and communication system used throughout the City, which includes enterprise data systems (such as email, internet access, CFS, and CHRIS), public safety data and communications systems, and business systems used throughout City departments. The current network utilizes technology that was implemented 15+ years ago and is not sufficient to meet current and future reliability needs, security needs, bandwidth capacity demand, and functional requirements.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		3,509,420	0	0	0	0		3,509,420	06/30/2021
OTHER	07/01/2016		150,000	0	0	0	0		150,000	06/30/2021
Total		0	3,659,420	0	0	0	0		3,659,420	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	50,000	0	0	0	0		50,000	06/30/2021

Capital Budget Request Form

Disaster Recovery Infrastructure

Agency: 091 Enterprise Technology Solutions **Priority:** 2 **Project Manager:** Lemons, C.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for identification of the necessary components for purchase and setup of the required logistics, software, and hardware for the recovery strategy to anticipate the loss of the enterprise information technology infrastructure. This project would involve functional city agencies such as Law, Purchasing, Budget, and Finance in developing the requirements.

Purpose: The purpose of this project is to provide the necessary logistics to replicate enterprise data at the City's secondary site storage facility and so that in event of a disaster, data can be accessed in a timely manner and defined city operations can be restored.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		350,000	0	0	0	0		350,000	06/30/2021
Total		100,000	350,000	0	0	0	0		350,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	25,000	0	0	0	0		25,000	06/30/2021

Capital Budget Request Form

Income Tax System

Agency: 091 Enterprise Technology Solutions **Priority:** 12 **Project Manager:** Dunn, J.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for a new tax system to replace four separate tax return and tax payment processing systems with one efficient system under a single maintenance agreement. The equipment will be located in Centennial II and purchased from a vendor to be determined.

Purpose: The purpose of this project is to purchase a new tax system that is critical for the Income Tax Division to accurately, timely and securely collect income tax revenues. A majority of the general fund revenue is generated through income tax collections. The current tax processing system was implemented in 2001 utilizing what is now considered outdated technology. Major enhancements are required to comply with Federal security standards and State mandated tax code changes. A new tax system would include these changes and be better equipped to communicate with third party data providers like the IRS, other government agencies, third party data providers and payment systems. The modern technology will allow the implementation of a selective audit program. Resources will be redirected to revenue generating discovery projects and taxpayer education.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		950,000	0	0	0	0		950,000	06/30/2021
Total		0	950,000	0	0	0	0		950,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Computer Aided Dispatch Reconfiguration

Agency: 091 Enterprise Technology Solutions **Priority:** 11 **Project Manager:** Dunn, J.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for the expansion of the Computer Aided Dispatch (CAD) system and will create a standalone yet redundant communications platform at the Emergency Communications Center, i.e. a mirrored system.

Purpose: The purpose of this project is to enable system administration, data storage auditing, security and management responsibilities to be provided by City of Cincinnati personnel. The reconfiguration will allow the expansion of the system to create an environment to generate revenue for the City by providing services to other jurisdictions. The final component is the enhancement of a mirrored disaster recovery and data backup system with Hamilton County and a full service back up communications center at the Spinney Field complex.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		1,200,000	0	0	0	0		1,200,000	06/30/2021
OTHER	07/01/2016		300,000	0	0	0	0		300,000	06/30/2021
Total		0	1,500,000	0	0	0	0		1,500,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

CAGIS Buildings and Inspections Permit Migration

Agency: 091 Enterprise Technology Solutions **Priority:** 13 **Project Manager:** Chundur, R.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources to upgrade the Accela Permits Plus system to the latest Accela Automation web-based technology system. This project will provide for consultancy and implementation services for system migration to the Department of Buildings and Inspections.

Purpose: The purpose of this project is to modernize the existing technology permitting and inspections platform and allow for significant improvements in customer service and efficiencies. Allowing the City to automate plan submision, review, and tracking is necessary to provide the level of customer service sought by customers. Upgrading technology will provide the customer more timely access to plan reviews and judgements and allow for the full integration of field and office technology, which will also greatly improve staff efficiency.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		750,000	0	0	0	0		750,000	06/30/2021
Total		0	750,000	0	0	0	0		750,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

800 MHz Radios

Agency: 091 Enterprise Technology Solutions **Priority:** 4 **Project Manager:** Johnson, J.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Debt Service Payments

Description: This project would fund the first phase of a manufacturer-required upgrade to the radio system used by several City Departments including Police and Fire. The system, placed in service in 2005, will be going out of full manufacturer support in 2015. The manufacturer has quoted a total cost of approximately $12 million to bring the system into full support beyond that date.

Purpose: The purpose of this project is to allow the City to migrate off of an outdated radio system platform that will no longer be supported by Motorola and other third party vendors after 2015 and would therefore lose the existing 99.999% reliability guarantee. Even with such guarantee, the system could be unavailable for over 8.5 hours per year and still be in compliance.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		0	0	0	0	0		0	06/30/2018
OTHER	07/01/2016		1,423,410	1,423,410	1,423,410	1,423,410	1,423,410		7,117,050	06/30/2018
Total		0	1,423,410	1,423,410	1,423,410	1,423,410	1,423,410		7,117,050	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Information Tech. Efficiency Initiatives

Agency: 091 Enterprise Technology Solutions **Priority:** 9 **Project Manager:** Lemons, C.
Department: 090 Enterprise Technology Solutions **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for individual Department-requested IT projects to be considered by the Governance Board and to be approved by the City Manager.

Purpose: The purpose of this project is to support information technology capital projects that promote efficiency for City departments. This project complies with the City Council directive to scale up technology applications that will increase productivity and reduce costs (Doc. #200900970).

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		1,000,000	200,000	400,000	344,800	0		1,944,800	06/30/2019
Total		973,700	1,000,000	200,000	400,000	344,800	0		1,944,800	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	150,000	150,000	150,000	150,000	150,000	150,000		750,000	06/30/2019

Capital Budget Request Form

Enterprise Data Warehouse

Agency: 108 Performance and Data Analytics **Priority:** 1 **Project Manager:** Crowley, B.
Department: 100 City Manager **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for an Enterprise Data Warehouse that can manage the data provided by City departments. This project will enable the OPMDA to develop automated performance dashboards, predictive analytics, self-service data discovery for both OPMDA analysts and department analysts and real-time monitoring of operations.

Purpose: The purpose of this project is: 1. Implement an Enterprise Data Warehouse (EDW) wherein data will be sourced into the EDW once and use it for multiple purposes. 2. Provide and facilitate secure access to the EDW in order for City staff to find insights by way of the creation of dashboards, scorecards, and data visualizations and 3. Develop a roadmap for future enhancements that would keep the EDW as a responsive tool for the making of data driven business decisions.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		276,000	45,000	50,000	50,000	50,000		471,000	06/30/2021
Total		0	276,000	45,000	50,000	50,000	50,000		471,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	10,000	10,000	10,000	10,000	10,000		50,000	06/30/2021

Capital Budget Request Form

Cincinnati Budget System Upgrades

Agency: 102 Office Of Budget & Evaluation **Priority:** 3 **Project Manager:** Bigham, C.
Department: 100 City Manager **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for an upgrade to the Cincinnati Budget System to the latest version of the software.

Purpose: The purpose of this project is to keep the Cincinnati Budget System updated to maintain support from the program's vendor.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		55,000	0	0	0	0		55,000	06/30/2021
Total		212,000	55,000	0	0	0	0		55,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Neighborhood Business District Improvements

Agency: 164 Economic Development and Major/S **Priority:** 2 **Project Manager:** Fischer, W.
Department: 160 Community & Economic Developme **Ord No:** **Fund:** 980
Exp Category: Economic Development

Description: This project will provide funding for the design and construction of streetscape improvements, parking improvements, and other infrastructure/capital investments intended to stabilize, sustain, and revitalize the City's designated Neighborhood Business Districts. The Neighborhood Business District Improvement Program (NBDIP) has both a City Capital and a Community Development Block Grant component. Individual projects are vetted by City staff as well as peer reviewed in a competitive grant process involving a citizen advisory group.

Purpose: The purpose of this project is to enhance the economic viability of each Neighborhood Business District (NBD) and the communities they serve. This project would also increase employment opportunities.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		750,000	670,000	770,000	690,000	605,000		3,485,000	06/30/2019
ENGINEERING	07/01/2016		50,000	30,000	30,000	30,000	25,000		165,000	06/30/2019
OTHER	07/01/2016		100,000	100,000	100,000	80,000	70,000		450,000	06/30/2019
Total		700,000	900,000	800,000	900,000	800,000	700,000		4,100,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	70,000	135,000	80,000	90,000	75,000	75,000		455,000	06/30/2019

Capital Budget Request Form

BLOC Ministries

Agency:	164 Economic Development and Major/S	**Priority:**	19	**Project Manager:**	Gragston, K.		
Department:	160 Community & Economic Developme	**Ord No:**				**Fund:**	980
Exp Category:	Economic Development						

Description: This project will provide resources for the renovation of vacant buildings, which will be used to house the BLOC Ministries job training initiative.

Purpose: The purpose of this project is to implement the strategic plan of BLOC Ministries, which includes job creation, training and job placement initiatives for Lower Price Hill and surrounding communities.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		250,000	0	0	0	0		250,000	06/30/2021
Total		250,000	250,000	0	0	0	0		250,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Downtown Strategy

Agency: 164 Economic Development and Major/S
Priority: 13
Project Manager: Fischer, W.
Department: 160 Community & Economic Developme
Ord No:
Fund: 980
Exp Category: Economic Development

Description: This project will result in a new, market-based downtown strategy document with a strong emphasis on implementation. The Strategy will address four primary sectors of downtown development: Retail, Residential, Office, and Parking. Throughout the writing and implementation of the downtown strategy, strong emphasis will be placed on leveraging the expertise and resources of exterior stakeholders.

Purpose: The purpose of this project is to update the downtown strategy, which was developed more than three decades ago. Capital allocation is crucial for this project because of the emphasis on action and implementation.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		150,000	0	0	0	0		150,000	06/30/2017
Total		0	150,000	0	0	0	0		150,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Neighborhood Studies

Agency: 171 City Planning **Priority:** **Project Manager:** Graves, C.
Department: 170 City Planning **Ord No:** **Fund:** 980
Exp Category: Housing_Neighborhood Development

Description: This project will provide funding to prepare neighborhood requests for plans which will lead to actual capital investments and to respond to Council referred planning studies and projects.

Purpose: The purpose of this project is to allow the Department of City Planning to respond to both immediate neighborhood planning needs as it relates to upcoming capital investments by the City and to respond to requests made by City Council.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		65,400	61,700	58,800	90,000	90,200		366,100	06/30/2021
Total		60,000	65,400	61,700	58,800	90,000	90,200		366,100	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	65,400	0	0	0	0		65,400	06/30/2021

Capital Budget Request Form

Park Infrastructure Rehabilitation

Agency: 203 Administration and Program Service **Priority:** 1 **Project Manager:** Schuckman, S.
Department: 200 Parks **Ord No:** **Fund:** 980
Exp Category: Infrastructure(Smale Commission)

Description: This project will provide resources for general upgrades (electrical, HVAC, lighting, and plumbing) at Park facilities, as well as infrastructure improvements to roadways, walks, retaining walls, and other structures. Renovation of deteriorated or out-of-code structures would also be included. All of the renovations and upgrades are done according to life cycles.

Purpose: The purpose of this project is to provide for the renovation of basic infrastructures in the city's parks. The project also provides resources to upgrade facilities to remain in compliance with codes and regulations. Projects are designed to complete American Disability Act compliance projects, and to retrofit utilities to improve efficiency to provide a clean, safe, reliable, green, and beautiful park system. The park system has over $55 million in deferred capital maintenance.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		1,851,600	1,459,440	1,402,480	1,477,280	1,543,040		7,733,840	06/30/2018
ENGINEERING	07/01/2016		617,200	364,860	350,620	369,320	385,760		2,087,760	06/30/2018
Total		2,300,000	2,468,800	1,824,300	1,753,100	1,846,600	1,928,800		9,821,600	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000		6,000,000	06/30/2018

Capital Budget Request Form

Smale Riverfront Park

Agency: 203 Administration and Program Service **Priority:** 2 **Project Manager:** Schuckman, S.
Department: 200 Parks **Ord No:** **Fund:** 980
Exp Category: New Infrastructure

Description: This project will provide resources for the construction and engineering costs associated with building a transient boat dock on the City's waterfront that will serve as a gateway to Downtown Cincinnati from the south.

Purpose: The purpose of the project is to build a transient boat dock on the waterfront that will serve as a gateway to downtown from the City's south. The dock will provide all boaters with access to recreate in the Banks Development, Paul Brown Stadium, Great American Ballpark, and Smale Riverfront Park.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		450,000	0	0	0	0		450,000	06/30/2019
ENGINEERING	07/01/2016		300,000	0	0	0	0		300,000	06/30/2019
Total		0	750,000	0	0	0	0		750,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL			0	0	0	0	0		0	

Capital Budget Request Form

Emergency Dispatch Consoles/Workstations

Agency:	223 Police Emergency Communications	**Priority:**	5	**Project Manager:**	Bishop, A.		
Department:	220 Police	**Ord No:**				**Fund:**	980
Exp Category:	Equipment						

Description: This project will provide resources for approximately thirty-one Dispatch Consoles to be used by operators and dispatchers which will enhance the old outdated/obsolete ones presently in place with improved design, maximum efficiency, and functionality. The new consoles will be pre-wired for all power and network connections with desktop computers housed out of the way in cabinets. The consoles will also support six monitors (two rows of three monitors each) to be angled at 180 degrees for viewing purposes. Additionally, the consoles are ergonomically designed and can be adjusted to the height of the operator for viewing purposes.

Purpose: The purpose of this project is to improve communications service delivery and diminish duplication of services by equipping the operators and dispatchers with state of the art equipment that will enable them to provide such services.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		500,000	0	0	0	0		500,000	06/30/2017
Total		0	500,000	0	0	0	0		500,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Emergency Dispatch Radio Console

Agency:	223 Police Emergency Communications	**Priority:**	6	**Project Manager:**	Bishop, A.
Department:	220 Police	**Ord No:**		**Fund:**	980
Exp Category:	Equipment				

Description: This project will provide resources for upgrading the operation of the teletype query to better facilitate service to the Cincinnati Police Department (CPD). A new radio console will provide improved design, maximum efficiency, and functionality. The console will be pre-wired for all power and network connections with desktop computers housed out of the way in cabinets. The console is ergonomically designed to make teletype query searches more efficient so as to provide necessary information to first responders as quickly as possible.

Purpose: The purpose of this project is to upgrade the operation in the teletype query to improve service delivery with more efficient equipment.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		90,000	0	0	0	0		90,000	06/30/2017
Total		0	90,000	0	0	0	0		90,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

District Interview Rooms

Agency: 222 Police
Department: 220 Police
Exp Category: Equipment
Priority: 4
Ord No:
Project Manager: Topham, E.
Fund: 980

Description: The project will provide resources for the build out and equipping of interview rooms in Districts 1, 2, and 4 with audio and video recording systems.

Purpose: The purpose of this project is to develop interview rooms that are compliant with Ohio Senate Bill 77 requiring audio and video recording of interviews of suspects and/or witnesses.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		30,000	0	0	0	0		30,000	06/30/2017
Total		0	30,000	0	0	0	0		30,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

District Security Upgrades

Agency: 222 Police
Priority: 3
Project Manager: Topham, E.
Department: 220 Police
Ord No:
Fund: 980
Exp Category: Equipment

Description: This project will provide resources for exterior security camera systems and cardkey security locks throughout Districts 1, 2, 4, the Spinney Field Complex, 3201 Warsaw Avenue, the Youth Services Section, and the Central Business Section facilities.

Purpose: The purpose of this project is to provide enhanced security at police facilities throughout the city in response to heightened threat assessments and potential violence against police and civilian personnel.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		10,000	0	0	0	0		10,000	06/30/2017
Total		0	10,000	0	0	0	0		10,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Mobile Radio Replacement

Agency: 222 Police **Priority:** 2 **Project Manager:** Topham, E.
Department: 220 Police **Ord No:** **Fund:** 980
Exp Category: Debt Service Payments

Description: This project will provide resources for the purchase of approximately 1,546 radios to replace the radios currently used by Cincinnati Police Department officers.

Purpose: The purpose of this project is to replace the current radios which are obsolete and will not be compatible with the new radio infrastructure being installed throughout the City. Radios are the primary communication resource for Police Officers in the field and are essential to officer safety.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		832,170	832,170	832,170	832,170	832,170		4,160,850	06/30/2017
Total		0	832,170	832,170	832,170	832,170	832,170		4,160,850	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Police Equipment

Agency: 222 Police
Priority: 11
Project Manager: Theetge, T.
Department: 220 Police
Ord No:
Fund: 980
Exp Category: Equipment

Description: This project will provide resources for police equipment including the replacement of the department's ballistic helmets, the replacement of the department's body armor on a five-year cycle, and the replacement of the specialized body armor used by Special Weapons Attack Team (SWAT) officers.

Purpose: The purpose of this project is to replace police equipment that is obsolete, outdated, and that no longer meets acceptable safety standards.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		1,040,000	200,000	200,000	200,000	200,000		1,840,000	06/30/2021
Total		0	1,040,000	200,000	200,000	200,000	200,000		1,840,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Bicycle Transportation Program

Agency: 233 Engineering **Priority:** 19 **Project Manager:** Coppock, J.
Department: 230 Transportation & Engineering **Ord No:** **Fund:** 980
Exp Category: Infrastructure(Smale Commission)

Description: This project will provide resources for funding activities that enhance and improve bicycle/pedestrian transportation, safety, and access citywide as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, bicycle lanes, sharrows, bike racks, parking, signage, railroad crossings traffic improvements, safety projects and multi-use paths/off road trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements; and before moving ahead, specific new bicycle initiatives be the subject of community deliberation and support and explicit council approval, including a vote of Council.

Purpose: The purpose of this project is to develop and advance bicycle/pedestrian projects, from small projects in response to community requests, to large trail projects, and other projects which improve bicycle safety or advocate increased bike/pedestrian usage. This program would also allow coordination with surrounding political jurisdictions to enhance bicycle/ pedestrian usage in the region. Program funds may also be used to leverage outside funding from state, federal, and other sources. These funds are used to implement the Cincinnati Bicycle Transportation Plan, adopted on June 23, 2010.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		572,900	275,000	275,000	275,000	300,000		1,697,900	06/30/2021
ENGINEERING	07/01/2016		182,500	150,000	150,000	150,000	150,000		782,500	06/30/2021
Total		300,000	755,400	425,000	425,000	425,000	450,000		2,480,400	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	250,000	250,000	250,000	250,000	250,000	250,000		1,250,000	06/30/2021

Capital Budget Request Form

Computerized Traffic Signal System

Agency: 239 Traffic Engineering **Priority:** 11 **Project Manager:** Long, G.
Department: 230 Transportation & Engineering **Ord No:** **Fund:** 980
Exp Category: Infrastructure(Smale Commission)

Description: This project will provide resources for the completion of the remaining portions and upgrade existing portions of the computerized traffic signal system as recommended by the Infrastructure Commission. The project will provide responsive control of traffic signals throughout the City. This project will also provide and upgrade computer equipment and software for those tasks directly related to the project including the replacement of the system specific hardware and software.

Purpose: The purpose of this project is to enable the City's traffic signal system to be more functionally responsive to changeable traffic demands by funding the purchase of electronic solid state equipment. The project would also fund the purchase of adaptive traffic control equipment. Approximately 50 controllers would be placed in service each year.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		210,000	300,000	300,000	300,000	0		1,110,000	06/30/2021
ENGINEERING	07/01/2016		18,000	25,000	25,000	25,000	0		93,000	06/30/2021
EQUIPMENT	07/01/2016		72,000	100,000	75,000	100,000	0		347,000	06/30/2021
Total		172,000	300,000	425,000	400,000	425,000	0		1,550,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	30,000	30,000	30,000	30,000	30,000	30,000		150,000	06/30/2021

Capital Budget Request Form

Convention Center Expansion

Agency: 232 Transportation Planning **Priority:** 36 **Project Manager:** Moore, M.
Department: 230 Transportation & Engineering **Ord No:** **Fund:** 980
Exp Category: Debt Service Payments

Description: This project will provide resources for the City's General Capital Budget contribution to the Convention Center Expansion project.

Purpose: The purpose of this project is to maintain a separate distinct project for the payments made for the City's contribution from the General Capital Budget for the expansion of the Convention Center. The City's contribution from the General Capital Budget began with the 2003 allocation. The amount of the City's contribution was amended in FY 2015.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		250,000	0	0	0	0		250,000	06/30/2021
Total		250,000	250,000	0	0	0	0		250,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Street Calming Program

Agency:	232 Transportation Planning	**Priority:**	31	**Project Manager:**	Williams, B.		
Department:	230 Transportation & Engineering	**Ord No:**				**Fund:**	980
Exp Category:	Infrastructure(Smale Commission)						

Description: This project would provide funding for upgrades to existing streets to reduce vehicular speed and can include minor improvements based upon safety and operational recommendations. Included is all work necessary to plan, design, construct and inspect the proposed improvements on the neighborhood streets, such as speed bumps, islands, bump outs, and other calming methods. This project also includes aesthetic and other required elements involved with the calming of traffic on the neighborhood transportation network.

Purpose: The purpose of this project is to provide funding for the neighborhood street calming program. These funds would be used to improve neighborhoods' livability by mitigating the impact of vehicular traffic on residential neighborhoods. The project supports safe and pleasant conditions for residents, bicyclists, and motorists on neighborhood streets.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
ENGINEERING	07/01/2016		35,000	0	0	0	0		35,000	06/30/2021
Total		0	35,000	0	0	0	0		35,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	35,000	0	0	0	0		35,000	06/30/2021

Capital Budget Request Form

Street Rehabilitation Debt - Capital Acceleration

Agency: 233 Engineering **Priority:** 8 **Project Manager:** Moore, M.
Department: 230 Transportation & Engineering **Ord No:** **Fund:** 980
Exp Category: Debt Service Payments

Description: This project will provide resources for the City's General Capital Budget debt service payments pertaining to the Street Rehabilitation project within the Capital Acceleration Plan.

Purpose: The purpose of this project is provide for the debt service payments made on the Street Rehabilitation component of the Capital Acceleration Plan. The City's contribution from the General Capital Budget will begin with the FY 2017 allocation.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
OTHER	07/01/2016		189,790	345,520	417,520	750,520	1,044,240		2,747,590	06/30/2021
Total		0	189,790	345,520	417,520	750,520	1,044,240		2,747,590	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Wasson Way Trail

Agency: 233 Engineering **Priority:** 38 **Project Manager:** McVay, M.
Department: 230 Transportation & Engineering **Ord No:** **Fund:** 980
Exp Category: New Infrastructure

Description: This project will provide resources for the design and construction of the Wasson Way Trail between Uptown and Fairfax. Resources may be used for labor, materials, and technology as needed to plan, design, acquire right-of-way, build, and inspect the proposed trail and related improvements.

Purpose: The purpose of this project is to systematically construct the Wasson Way Trail between Uptown and Fairfax, increasing mobility and accessibility in several Cincinnati neighborhoods by providing free and convenient opportunities for active transportation.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		611,200	0	0	0	0		611,200	06/30/2021
ENGINEERING	07/01/2016		51,200	0	0	0	0		51,200	06/30/2021
Total		0	662,400	0	0	0	0		662,400	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	51,200	0	0	0	0		51,200	06/30/2021

Capital Budget Request Form

City Facility Renovation and Repairs

Agency: 255 City Facility Management **Priority:** 2 **Project Manager:** Koopman, J.
Department: 250 Public Services **Ord No:** **Fund:** 980
Exp Category: Infrastructure(Smale Commission)

Description: This project will provide resources for the continuation of ongoing repairs, alterations and upgrades to General Fund City facilities such as those used by Police, Fire and Public Services. Funding is also used for upgrades to City Hall and Fountain Square. Funding for this project also includes Findlay Market Improvements, which has been previously funded in a separate project.

Purpose: The purpose of this project is to continue renovations, system replacements, repairs and upgrades in the 2,000,000 square feet of General Fund City facilities. The Division of City Facility Management maintains and upgrades nearly 80 facilities for Police, Fire, Public Services, City Hall, Fountain Square and tries to keep equipment current with future operations considered. A running list of improvements is used to maintain services directly and indirectly supported by these facilities. Renovations will modernize facilities to extend their useful lives for the next 20 years, replacements deal with system out of lifecycle and repairs deal with daily wear and tear on the buildings. This continual yearly work needs to occur until a building is operationally obsolete and a replacement facility can be designed and built.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		2,120,800	2,643,500	2,523,700	2,635,800	2,821,300		12,745,100	06/30/2021
ENGINEERING	07/01/2016		282,900	295,000	280,000	295,000	315,000		1,467,900	06/30/2021
OTHER	07/01/2016		0	0	0	0	0		0	06/30/2021
Total		2,232,000	2,403,700	2,938,500	2,803,700	2,930,800	3,136,300		14,213,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	225,000	300,000	295,000	280,000	295,000	315,000		1,485,000	06/30/2021

Capital Budget Request Form

City Facility Security Equipment

Agency: 255 City Facility Management **Priority:** 16 **Project Manager:** Accurso, J.
Department: 250 Public Services **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for the security equipment to General Fund City facilities such as those used by Police, Fire, and Public Services. Funding may also used for security equipment utilized at City Hall and Centennial II. City facility security equipment may include scanning equipment, exterior perimeter cameras, and other security equipment.

Purpose: The purpose of this project is to enhance security practices in the General Fund City facilities. The Division of City Facility Management will acquire the security equipment which may be operated by other departments.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		120,000	0	0	0	0		120,000	06/30/2021
Total		0	120,000	0	0	0	0		120,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Music Hall Renovations

Agency: 255 City Facility Management **Priority:** 4 **Project Manager:** Koopman, J.
Department: 250 Public Services **Ord No:** **Fund:** 980
Exp Category: Infrastructure(Smale Commission)

Description: This project will provide resources for the Music Hall Revitalization Co.'s renovation and repair project of Music Hall. The funding will support upgrades and maintenance of Music Hall.

Purpose: The purpose of this project is to participate in the critical Music Hall Renovation and Repair project and to provide resources for upgrades, maintenance, and enhancements to Music Hall. Music Hall is owned by the City of Cincinnati and operated by a non-profit agency. The City assists with the continual improvement of this historic facility to ensure its use for future generations.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
CONSTRUCTION	07/01/2016		10,000,000	2,000,000	2,000,000	2,000,000	0		16,000,000	06/30/2021
Total		0	10,000,000	2,000,000	2,000,000	2,000,000	0		16,000,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL	07/01/2016	0	0	0	0	0	0		0	06/30/2021

Capital Budget Request Form

Administrative Furniture and Equipment

Agency: 271 Fire **Priority:** 11 **Project Manager:** Handy, R.
Department: 270 Fire **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for the purchase of additional and replacement furniture and equipment necessary to support the administrative functions of the Fire Department. Administrative furniture and equipment would include, but not be limited to desks, chairs, computers and other capital eligible items as needed.

Purpose: The purpose of this project is to ensure the administrative staff of the Fire Department are able to utilize the furniture, computers, and equipment necessary to support the mission of the organization.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		130,000	130,000	130,000	130,000	130,000		650,000	06/30/2021
Total		0	130,000	130,000	130,000	130,000	130,000		650,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Emergency Rescue Boat

Agency:	271 Fire	**Priority:**	3	**Project Manager:**	Lakamp, T.		
Department:	270 Fire	**Ord No:**				**Fund:**	980
Exp Category:	Equipment						

Description: This project will provide resources to acquire a new Fire and Rescue Boat for response to boat fires and life safety emergencies on the Ohio River. The boat will also provide a master stream capability for high hazard occupancies along the river and can produce a secondary water supply for land based fire operations.

Purpose: The purpose of this project is to acquire a new fire and rescue boat that can produce the necessary water flow to support boat fires, master stream operations and secondary land based water supply needs for the Cincinnati Fire Department. This new boat will be equipped with the latest technology for operating at night, in heavy fog or other limited visibility conditions. This capability will increase the safety to firefighters and will provide additional rescue capability for citizens.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		250,000	0	0	0	0		250,000	06/30/2021
Total		0	250,000	0	0	0	0		250,000	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

Capital Budget Request Form

Firefighter PPE

Agency: 271 Fire **Priority:** 1 **Project Manager:** Greve, D.
Department: 270 Fire **Ord No:** **Fund:** 980
Exp Category: Equipment

Description: This project will provide resources for the replacement of firefighter turnout gear. The unit cost of each firefighter turnout gear is around $2,200.00. CFD presently owns approximately 1,600 sets of fire turnout gear with 2 sets assigned to each firefighter according to the National Fire Protection Association standards. Note: Some PPE is damaged with the useful life ending prematurely due to atypical fireground, technical rescue, and/or emergency medical hazards that occur over the course of a year for the CFD. The systematic replacement goal (200 sets replaced yearly) keeps standard-compliant turnout gear in service for CFD firefighter/medics, and also helps to ensure an adequate cache of reserve gear for gear damaged beyond repair and/or in case an unexpected larger need arises. The equipment has a suggested 10 year life and the equipment expired in March 2014.

Purpose: The purpose of this project is to remain compliant with the National Fire Protection Association. The Cincinnati Fire Department (CFD) must systematically replace 200 sets of turnout gear a year. The systematic replacement of 200 sets per year keeps the standard-compliant turnout gear in service for CFD firefighter/medics, and also helps to ensure an adequate cache of reserve gear damaged beyond repair and/or in case an unexpected larger need arises due to atypical fireground, technical rescue and/or emergency medical hazards that occur over the course of a year for the CFD.

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EQUIPMENT	07/01/2016		457,500	363,400	71,300	34,500	368,000		1,294,700	06/30/2021
Total		201,700	457,500	363,400	71,300	34,500	368,000		1,294,700	

Object	Start Date	Prior Year	2017	2018	2019	2020	2021		Total	End Date
EST PERSONNEL										

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Exhibit 6: FY 2017 Restricted and Special Revenue Funds Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Fund: 102 Parking System Facilities			
Enterprise Services			
Structural Maintenance & Repair	100,000	500,000	400,000
U-Square Garage - Capital Reserve	0	200,000	200,000
VP3 Garage - Capital Reserve	0	30,000	30,000
Department Total	100,000	730,000	630,000
Fund Total	100,000	730,000	630,000
Fund: 103 Convention Center			
Enterprise Services			
Building Equipment	104,200	224,000	119,800
Capital Maintenance	43,000	416,000	373,000
Furniture, Fixtures, and Equipment	82,800	390,000	307,200
Department Total	230,000	1,030,000	800,000
Fund Total	230,000	1,030,000	800,000
Fund: 104 General Aviation			
Transportation & Engineering			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	316,400	316,400	0
Department Total	656,400	656,400	0
Fund Total	656,400	656,400	0
Fund: 107 Stormwater Management			
Stormwater Management			
Barrier Dam Gatehouse 5 Replacement	0	1,200,000	1,200,000
Barrier Dam Radial Gates - Hydraulic Actuators Replacements	600,000	900,000	300,000
Cincinnati Local Flood Protection Project	100,000	100,000	0
Flood Gate 5	0	500,000	500,000
Grand Vista Sewer Project	0	100,000	100,000
Rookwood Overpass Drainage Improvements	0	500,000	500,000
Stormwater Fleet and Equipment	0	1,100,000	1,100,000
Department Total	700,000	4,400,000	3,700,000
Fund Total	700,000	4,400,000	3,700,000
Fund: 336 Telecommunications Services			
Enterprise Technology Solutions			
Radio Communications Equipment	30,000	30,000	0
Department Total	30,000	30,000	0
Fund Total	30,000	30,000	0
Fund: 349 Urban Renewal Debt Retirement			
Community & Economic Development			
4th and Race Garage	0	2,000,000	2,000,000
Department Total	0	2,000,000	2,000,000
Fund Total	0	2,000,000	2,000,000

Exhibit 6: FY 2017 Restricted and Special Revenue Funds Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Fund: 704 MSD Capital Improvements			
Sewers			
3934 Winding Way Sewer Replacement	216,500	0	(216,500)
Addyston Creek and Sewer Rehabilitation	517,100	0	(517,100)
Bahama Gardens Pump Station Upgrade and Force Main Replace	785,400	0	(785,400)
Berkley Avenue Sewer Replacement	0	583,300	583,300
Boomer Road Sewer Lateral Assessment	0	30,100	30,100
Brierly Creek Road Local Sewer (HNs 6040-6100)	181,900	0	(181,900)
Bruestle Avenue Pump Station Elimination	989,100	702,200	(286,900)
Building Sewer Renewal Program 2016	0	1,000,000	1,000,000
CSO 005 Water Connection	0	71,000	71,000
CSO 125 Stream Separation	9,591,500	0	(9,591,500)
CSO 181 Real Time Control	3,498,600	0	(3,498,600)
CSO 194 High Point Sewer Separation	0	456,200	456,200
CSO 195 Westwood Northern Sewer Separation	0	464,100	464,100
CSO 21 Interstate 75 Reconstruction Coordination	0	2,988,600	2,988,600
CSO 217/483 Source Control Phase A	0	4,561,300	4,561,300
CSO 217/483 Source Control Phase A2	5,557,700	6,937,000	1,379,300
CSO 217/483 Source Control Phase B	13,902,400	1,073,700	(12,828,700)
CSO 217/483 Source Control Phase C	4,782,800	193,500	(4,589,300)
CSO 54 Improvements	208,700	0	(208,700)
CSOs 404, 405, 410, 411 Outfall Reconstruction	656,800	720,900	64,100
Camargo Canyon Pump Station Elimination	620,100	0	(620,100)
Capital Improvement Program (CIP) Project Planning	2,500,000	1,750,000	(750,000)
Carpenters Run Pump Station Upgrade	631,400	0	(631,400)
Coldstream Drive and Asbury Road Local Sewer	3,639,800	0	(3,639,800)
Columbia Parkway at Delta Avenue Sewer Replacement	0	299,000	299,000
Columbia Square Development Separation	0	139,100	139,100
Cora Avenue Sewer Replacement	0	647,100	647,100
Crestnoll Lane Local Sewer (HNs 3491-3609)	919,700	907,800	(11,900)
Critical Asset Management Projects 2016	0	10,000,000	10,000,000
Darwin Avenue Sewer Backup Remediation (HN 3520)	0	54,500	54,500
Division of Industrial Waste Building Roof Replacement	0	532,500	532,500
Drake Road Sewer Lateral Assessment (HN 7315)	0	35,200	35,200
Dry Run Sewers - Contract Eight Mile Road	5,331,500	5,352,100	20,600
Dry Run Sewers Contract Broadwell Road	2,794,000	0	(2,794,000)
E. Galbraith Road Sewer Lateral Assessment (HN 4454)	0	45,400	45,400
E. Kemper Road Sewer Lateral Assessment (HN 269)	0	25,000	25,000
East Duck Creek Watershed Plan	0	1,000,000	1,000,000
Emergency Sewer Repairs 2016	8,000,000	7,000,000	(1,000,000)
Enyart Road Sewer Lateral Assessment (HN 11328)	0	40,300	40,300
Enyart Road Sewer Lateral Assessments (HN 11262)	0	34,500	34,500
Financial Systems Integration Efforts	0	1,500,000	1,500,000
Financial Tracking and Analyses	0	200,000	200,000
Foley Road Sewer Laterals (HNs 5579, 5583-5599, 5602)	31,400	31,400	0
German Cemetery Sewer Replacement	0	677,000	677,000

Exhibit 6: FY 2017 Restricted and Special Revenue Funds Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Hackberry Street Sewer Replacement	280,900	280,900	0
Hamilton County Utility Oversight and Coordination 2016	2,700,000	2,700,000	0
High Risk Asset Renewal 2016	4,000,000	3,000,000	(1,000,000)
Home Sewer Treatment System Extensions 2016	200,000	200,000	0
Hosea Street Sewer Replacement	397,900	0	(397,900)
Huntington Pump Station Elimination	212,000	0	(212,000)
Hydraulic Modeling 2016	1,000,000	750,000	(250,000)
Kenwood Hills Local Sewer	0	974,890	974,890
Kern Drive and Springdale Road Local Sewer	457,400	901,600	444,200
Lick Run Property Demolitions	0	805,120	805,120
Lick Run Valley Conveyance System	0	121,010,610	121,010,610
Little Miami WWTP Electrical and Disinfection Improvements	1,575,900	0	(1,575,900)
Little Miami WWTP Main Outfall Improvements	0	87,700	87,700
Lower Muddy Creek Interceptor SSO Remediation	6,101,600	0	(6,101,600)
Ludlow and Lafayette Parallel Sewer	3,161,000	0	(3,161,000)
MCWWTP Electrical Arc Flash Protection	238,000	0	(238,000)
MCWWTP Influent and Headworks Odor Control	0	1,259,000	1,259,000
MCWWTP Main Substation Improvements	0	5,728,100	5,728,100
MCWWTP Solids Handling Improvements Phase 1	0	12,212,100	12,212,100
MCWWTP Two-Bay Solids Receiving Facility	1,008,100	0	(1,008,100)
Manhole Rehabilitation Trenchless Technology Program 2016	1,000,000	1,300,000	300,000
Mapleknoll Drive Local Sewer (HNs 9420-9562)	304,200	302,100	(2,100)
McKeone Avenue Sewer Replacement	103,000	103,000	0
Mill Creek WWTP Gravity Thickeners Odor Control	0	926,810	926,810
Mill Creek WWTP Odor Control Dispersion Model	0	250,000	250,000
Mill Creek WWTP Security Enhancements	0	250,000	250,000
Muddy Creek Watershed IWAP	0	1,000,000	1,000,000
Old Blue Rock Road Local Sewer (HNs 5240-5327)	0	182,100	182,100
Overflow Parking Lot for MSD Engineering and Administration	0	470,000	470,000
Parrakeet Drive Local Sewer (HNs 6002-6068)	266,100	0	(266,100)
Phase 2 WWIP Planning	0	200,000	200,000
Pleasant Run Central Force Main Repairs	0	1,162,200	1,162,200
Polk Run Non-Potable Water Upgrades	255,000	0	(255,000)
Polk Run Ultraviolet System/Post Aeration Improvements	1,510,000	0	(1,510,000)
Portsmouth Avenue Sewer Replacement	365,600	0	(365,600)
Programmatic Contingency	10,000,000	11,500,000	1,500,000
Pump Station Telemetry System Upgrades	0	400,000	400,000
Quebec Heights Sewer Rehabilitation	0	3,388,900	3,388,900
Quebec Road Sewer Replacement	427,400	0	(427,400)
Quebec Road Sewer Separation	6,733,600	7,017,800	284,200
Queen City Avenue Sewer Separation Phase 2	0	9,905,500	9,905,500
Queen City and Cora Ave Sewer Rehabilitation	0	1,906,300	1,906,300
Queen City and Cora Avenues Right-of-Way Sewer Separation	2,582,500	2,716,700	134,200
Reemelin Road Local Sewer (HNs 3489-3860)	1,265,700	1,116,100	(149,600)
SSO 228 Elimination	1,416,900	0	(1,416,900)
SSO 603 and 704 Improvements	1,338,100	0	(1,338,100)

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
SSO 700 Integrated Watershed Action Plan	1,500,000	1,500,000	0
Sewer Relining Trenchless Technology Program 2016	5,200,000	6,000,000	800,000
Spring Grove Avenue - Township Street Sewer Improvement	695,200	695,200	0
Spring Grove Avenue Sewer Replacement and Rehabilitation	540,900	540,900	0
Stanley Avenue Lateral Relocations	0	148,700	148,700
Stonebridge Apartments Sewer Study	300,000	0	(300,000)
Taylor Creek WWTP Disinfection Upgrade	0	147,000	147,000
Upper Muddy Creek Interceptor Replacement Contract A	939,000	0	(939,000)
Upper Road Local Sewer (HNs 6340-6434)	171,000	169,900	(1,100)
Vinton Street - Beekman Street to Liddell Street Sewer	0	204,200	204,200
WWT System Asset Renewal 2016	3,000,000	2,000,000	(1,000,000)
Wahl Terrace Sewer Replacement	577,800	251,200	(326,600)
Wastewater Collection Maintenance Shop Improvements	1,018,490	1,018,490	0
Werk Road Sewer Lateral Assessment (HN 6052)	0	40,300	40,300
Werk and Westbourne Enhanced High Rate Treatment Facility	0	38,923,900	38,923,900
Westport Village Pump Station Elimination	1,236,150	967,100	(269,050)
Wet Weather Program Management and Support Services 2016	5,300,000	3,660,000	(1,640,000)
Whitewater Township Regional Sewer District Phase III SR 128	6,142,500	0	(6,142,500)
Wilder Avenue Sewer Replacement	0	342,900	342,900
Woodruff Road Sewer Lateral Assessment (HNs 8145, 8167,8237)	75,000	75,000	0
Yoast Avenue Sewer Improvements	135,500	0	(135,500)
Department Total	141,088,840	300,745,120	159,656,280
Fund Total	141,088,840	300,745,120	159,656,280
Fund: 756 Water Works PIF			
Water Works			
Backup Power Generator - Western Hills Pump Station	885,000	885,000	0
Billing System Replacement	631,000	631,000	0
Bolton High Service Pumps	100,000	100,000	0
Bolton Plant Lime Residual Site Work	460,000	460,000	0
Castings/Street Improvements	420,000	420,000	0
Chem East Concrete Repair	584,000	584,000	0
Computers, Servers, and Software	492,000	492,000	0
Continuous Water Quality Monitors	145,000	145,000	0
Crane Equipment Improvements	50,000	50,000	0
Document Management Upgrade	50,000	50,000	0
Electrical Transformers	150,000	150,000	0
Field Application Replacement on Large Pumps	60,000	60,000	0
Gas Chromatograph-Synthetic Organic Compound Analysis	150,000	150,000	0
Lamella Sludge Collection Upgrade	400,000	400,000	0
Large Motor Rewind Program (Annual)	125,000	125,000	0
Master Plan Upgrade	500,000	500,000	0
Medium Voltage Stations Backup Breakers	84,000	84,000	0
Miller Plant Filter Rebuild	413,000	413,000	0
Miller Plant Heating Ventilation Air Conditioning Upgrade	0	100,000	100,000
Miller Plant Large Valve Upgrade	0	100,000	100,000
Miller Plant Network Upgrade	250,000	0	(250,000)

Exhibit 6: FY 2017 Restricted and Special Revenue Funds Capital Budget Update Summary

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Miller Plant Sand Filter Valves	400,000	0	(400,000)
Miscellaneous Concrete/Pavement Replacement	377,000	377,000	0
Miscellaneous Masonry Replacement	150,000	150,000	0
Motor Control Center Equipment	180,000	180,000	0
Outlying Pump Station Improvements	50,000	100,000	50,000
Private Development Allocation Program	420,000	420,000	0
Regeneration Furnace Equipment	75,000	75,000	0
Replacement Water Mains Allocation Program	19,316,000	34,316,000	15,000,000
Rolling Table Replacement	0	150,000	150,000
Roof Replacement	600,000	600,000	0
SCADA Remote Terminal Units	124,000	124,000	0
Security Cameras and Digital Video Recorder (DVR)	50,000	50,000	0
Station Valve Equipment	100,000	100,000	0
Street Improvement Allocation Program	5,000,000	5,250,000	250,000
Tank Coating	1,000,000	1,000,000	0
Tennyson Pump Discharge Valve Upgrade	150,000	150,000	0
Valve Replacement Program	275,000	275,000	0
Vertical Pumps Upgrade	60,000	60,000	0
Department Total	34,276,000	49,276,000	15,000,000
Fund Total	34,276,000	49,276,000	15,000,000
Fund: 759 Income Tax-Transit			
Transportation & Engineering			
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
Department Total	100,000	100,000	0
Fund Total	100,000	100,000	0
Fund: 761 Special Housing PIF			
Community & Economic Development			
New Housing Development '17	0	638,750	638,750
Department Total	0	638,750	638,750
Fund Total	0	638,750	638,750
Fund: 762 Urban Redev Tax Incrmt Equivlt			
Parks			
Smale Riverfront Park	0	750,000	750,000
Department Total	0	750,000	750,000
Fund Total	0	750,000	750,000
Grand Total	177,181,240	360,356,270	183,175,030

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	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Buildings & Inspections			
Property Maintenance Code Enforcement			
Hazard Abatement/Demolition Program	923,000	775,300	(147,700)
	923,000	775,300	(147,700)
Department Total	923,000	775,300	(147,700)
City Manager			
Office of Budget and Evaluation			
Cincinnati Budget System Upgrades	0	55,000	55,000
	0	55,000	55,000
Office of Environment and Sustainability			
Center Hill Gas & Leachate	116,800	116,800	0
Emergency Environmental Cleanup/UST	10,000	10,000	0
Regulatory Compliance & Energy Conservation	113,900	75,400	(38,500)
	240,700	202,200	(38,500)
Office of Performance and Data Analytics			
Enterprise Data Warehouse	0	276,000	276,000
	0	276,000	276,000
Department Total	240,700	533,200	292,500
City Planning			
City Planning - Administration			
Neighborhood Studies	58,900	65,400	6,500
	58,900	65,400	6,500
Department Total	58,900	65,400	6,500
Community & Economic Development			
Economic Development Division			
4th and Race Garage	1,000,000	2,000,000	1,000,000
BLOC Ministries	0	250,000	250,000
Commercial & Industrial Public Improvements	600,000	350,000	(250,000)
Community Development Focus District	200,000	139,000	(61,000)
Downtown Plan Implementation	700,000	337,000	(363,000)
Downtown Strategy	0	150,000	150,000
Neighborhood Business District Improvements	800,000	900,000	100,000
Neighborhood Business Property Holding	21,000	15,400	(5,600)
Retail/Commercial Opportunities	1,248,900	1,200,000	(48,900)
Tax Incentive/Enterprise Zone	100,000	75,000	(25,000)
Viable Small Business Development	100,000	0	(100,000)
	4,769,900	5,416,400	646,500
Housing Division			
Core 4 Strategic Housing Notice of Funding Availability	986,200	763,000	(223,200)
Downtown Housing Development	459,200	315,000	(144,200)
Neighborhood Market Rate Housing	850,000	850,000	0
New Housing Development '17	0	638,750	638,750
	2,295,400	2,566,750	271,350

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Department Total	7,065,300	7,983,150	917,850
Enterprise Services			
Duke Energy Convention Center			
Building Equipment	104,200	224,000	119,800
Capital Maintenance	43,000	416,000	373,000
Furniture, Fixtures, and Equipment	82,800	390,000	307,200
	230,000	1,030,000	800,000
Off-Street Parking			
Structural Maintenance & Repair	100,000	500,000	400,000
U-Square Garage - Capital Reserve	0	200,000	200,000
VP3 Garage - Capital Reserve	0	30,000	30,000
	100,000	730,000	630,000
Department Total	330,000	1,760,000	1,430,000
Enterprise Technology Solutions			
CAGIS Consortium Operations			
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	116,000	116,000	0
	116,000	866,000	750,000
CIT-E Operations			
Cincinnati Financial System Upgrades	100,000	42,200	(57,800)
Data Center Infrastructure Replacement	272,000	272,000	0
Disaster Recovery Infrastructure	200,000	350,000	150,000
Electronic Gov't (eGov) Web Enhancement	30,000	30,000	0
Information Tech. Efficiency Initiatives	400,000	1,000,000	600,000
	1,002,000	1,694,200	692,200
CTS Operations			
800 MHz Radios	1,300,000	1,423,410	123,410
Enterprise Networks and Security Enhancements	52,200	52,200	0
IT Service Desk	63,000	0	(63,000)
MAN-SONET System Replacement	0	3,659,420	3,659,420
Mobile Expense Management	15,000	0	(15,000)
Radio Communications Equipment	30,000	30,000	0
	1,460,200	5,165,030	3,704,830
ETS Administration			
Computer Aided Dispatch Reconfiguration	0	1,500,000	1,500,000
Income Tax System	0	950,000	950,000
	0	2,450,000	2,450,000
Department Total	2,578,200	10,175,230	7,597,030
Fire			
Financial Management and Planning			
Administrative Furniture and Equipment	0	130,000	130,000
	0	130,000	130,000
Support Services			
Appliances for Existing Firehouses	26,500	26,500	0

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Emergency Rescue Boat	0	250,000	250,000
Firefighter PPE	262,800	457,500	194,700
	289,300	734,000	444,700
Department Total	289,300	864,000	574,700
Health			
Health Administration			
Facilities Renovation and Repairs	191,900	161,200	(30,700)
	191,900	161,200	(30,700)
Department Total	191,900	161,200	(30,700)
Parks			
Planning & Design			
Park Infrastructure Rehabilitation	1,748,700	2,468,800	720,100
Smale Riverfront Park	0	1,500,000	1,500,000
	1,748,700	3,968,800	2,220,100
Department Total	1,748,700	3,968,800	2,220,100
Police			
Emergency Communications Center			
Emergency Dispatch Consoles/Workstations	0	500,000	500,000
Emergency Dispatch Radio Console	0	90,000	90,000
	0	590,000	590,000
Neighborhood Policing			
District Interview Rooms	0	30,000	30,000
District Security Upgrades	0	10,000	10,000
Mobile Radio Replacement	0	832,170	832,170
Police Equipment	0	1,040,000	1,040,000
Police Mobile Digital Video (In-Car Camera) Storage	310,000	310,000	0
	310,000	2,222,170	1,912,170
Department Total	310,000	2,812,170	2,502,170
Public Services			
Fleet Services			
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Lease Purchase Payments - Capital Acceleration	1,400,000	400,200	(999,800)
Fleet Replacements	5,980,800	5,980,800	0
	11,880,800	10,881,000	(999,800)
Neighborhood Investment Services			
Trash Receptacles	186,500	186,500	0
	186,500	186,500	0
Property Management			
City Facility Renovation and Repairs	2,295,300	2,403,700	108,400
City Facility Security Equipment	0	120,000	120,000
Community Facility Improvements	400,000	200,000	(200,000)
Music Hall Renovations	4,000,000	10,000,000	6,000,000
	6,695,300	12,723,700	6,028,400

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Traffic Control, Pavement & Structure Maint.			
Sign Replacement	330,000	0	(330,000)
	330,000	0	(330,000)
Department Total	19,092,600	23,791,200	4,698,600
Recreation			
Aquatics			
Aquatics Facilities Renovation	396,100	396,100	0
	396,100	396,100	0
Athletics			
Athletics Facilities Renovation	498,000	498,000	0
Outdoor Facilities Renovation	215,000	215,000	0
	713,000	713,000	0
West Region Community Center Operations			
Compliance with ADA	100,000	100,000	0
Recreation Facilities Renovation	2,065,400	1,541,200	(524,200)
	2,165,400	1,641,200	(524,200)
Department Total	3,274,500	2,750,300	(524,200)
Sewers			
Wastewater Engineering			
3934 Winding Way Sewer Replacement	216,500	0	(216,500)
Addyston Creek and Sewer Rehabilitation	517,100	0	(517,100)
Bahama Gardens Pump Station Upgrade and Force Main Replace	785,400	0	(785,400)
Berkley Avenue Sewer Replacement	0	583,300	583,300
Boomer Road Sewer Lateral Assessment	0	30,100	30,100
Brierly Creek Road Local Sewer (HNs 6040-6100)	181,900	0	(181,900)
Bruestle Avenue Pump Station Elimination	989,100	702,200	(286,900)
Building Sewer Renewal Program 2016	0	1,000,000	1,000,000
CSO 005 Water Connection	0	71,000	71,000
CSO 125 Stream Separation	9,591,500	0	(9,591,500)
CSO 181 Real Time Control	3,498,600	0	(3,498,600)
CSO 194 High Point Sewer Separation	0	456,200	456,200
CSO 195 Westwood Northern Sewer Separation	0	464,100	464,100
CSO 21 Interstate 75 Reconstruction Coordination	0	2,988,600	2,988,600
CSO 217/483 Source Control Phase A	0	4,561,300	4,561,300
CSO 217/483 Source Control Phase A2	5,557,700	6,937,000	1,379,300
CSO 217/483 Source Control Phase B	13,902,400	1,073,700	(12,828,700)
CSO 217/483 Source Control Phase C	4,782,800	193,500	(4,589,300)
CSO 54 Improvements	208,700	0	(208,700)
CSOs 404, 405, 410, 411 Outfall Reconstruction	656,800	720,900	64,100
Camargo Canyon Pump Station Elimination	620,100	0	(620,100)
Capital Improvement Program (CIP) Project Planning	2,500,000	1,750,000	(750,000)
Carpenters Run Pump Station Upgrade	631,400	0	(631,400)
Coldstream Drive and Asbury Road Local Sewer	3,639,800	0	(3,639,800)
Columbia Parkway at Delta Avenue Sewer Replacement	0	299,000	299,000
Columbia Square Development Separation	0	139,100	139,100

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Cora Avenue Sewer Replacement	0	647,100	647,100
Crestnoll Lane Local Sewer (HNs 3491-3609)	919,700	907,800	(11,900)
Critical Asset Management Projects 2016	0	10,000,000	10,000,000
Darwin Avenue Sewer Backup Remediation (HN 3520)	0	54,500	54,500
Division of Industrial Waste Building Roof Replacement	0	532,500	532,500
Drake Road Sewer Lateral Assessment (HN 7315)	0	35,200	35,200
Dry Run Sewers - Contract Eight Mile Road	5,331,500	5,352,100	20,600
Dry Run Sewers Contract Broadwell Road	2,794,000	0	(2,794,000)
E. Galbraith Road Sewer Lateral Assessment (HN 4454)	0	45,400	45,400
E. Kemper Road Sewer Lateral Assessment (HN 269)	0	25,000	25,000
East Duck Creek Watershed Plan	0	1,000,000	1,000,000
Emergency Sewer Repairs 2016	8,000,000	7,000,000	(1,000,000)
Enyart Road Sewer Lateral Assessment (HN 11328)	0	40,300	40,300
Enyart Road Sewer Lateral Assessments (HN 11262)	0	34,500	34,500
Financial Systems Integration Efforts	0	1,500,000	1,500,000
Financial Tracking and Analyses	0	200,000	200,000
Foley Road Sewer Laterals (HNs 5579, 5583-5599, 5602)	31,400	31,400	0
German Cemetery Sewer Replacement	0	677,000	677,000
Hackberry Street Sewer Replacement	280,900	280,900	0
Hamilton County Utility Oversight and Coordination 2016	2,700,000	2,700,000	0
High Risk Asset Renewal 2016	4,000,000	3,000,000	(1,000,000)
Home Sewer Treatment System Extensions 2016	200,000	200,000	0
Hosea Street Sewer Replacement	397,900	0	(397,900)
Huntington Pump Station Elimination	212,000	0	(212,000)
Hydraulic Modeling 2016	1,000,000	750,000	(250,000)
Kenwood Hills Local Sewer	0	974,890	974,890
Kern Drive and Springdale Road Local Sewer	457,400	901,600	444,200
Lick Run Property Demolitions	0	805,120	805,120
Lick Run Valley Conveyance System	0	121,010,610	121,010,610
Little Miami WWTP Electrical and Disinfection Improvements	1,575,900	0	(1,575,900)
Little Miami WWTP Main Outfall Improvements	0	87,700	87,700
Lower Muddy Creek Interceptor SSO Remediation	6,101,600	0	(6,101,600)
Ludlow and Lafayette Parallel Sewer	3,161,000	0	(3,161,000)
MCWWTP Electrical Arc Flash Protection	238,000	0	(238,000)
MCWWTP Influent and Headworks Odor Control	0	1,259,000	1,259,000
MCWWTP Main Substation Improvements	0	5,728,100	5,728,100
MCWWTP Solids Handling Improvements Phase 1	0	12,212,100	12,212,100
MCWWTP Two-Bay Solids Receiving Facility	1,008,100	0	(1,008,100)
Manhole Rehabilitation Trenchless Technology Program 2016	1,000,000	1,300,000	300,000
Mapleknoll Drive Local Sewer (HNs 9420-9562)	304,200	302,100	(2,100)
McKeone Avenue Sewer Replacement	103,000	103,000	0
Mill Creek WWTP Gravity Thickeners Odor Control	0	926,810	926,810
Mill Creek WWTP Odor Control Dispersion Model	0	250,000	250,000
Mill Creek WWTP Security Enhancements	0	250,000	250,000
Muddy Creek Watershed IWAP	0	1,000,000	1,000,000
Old Blue Rock Road Local Sewer (HNs 5240-5327)	0	182,100	182,100

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Overflow Parking Lot for MSD Engineering and Administration	0	470,000	470,000
Parrakeet Drive Local Sewer (HNs 6002-6068)	266,100	0	(266,100)
Phase 2 WWIP Planning	0	200,000	200,000
Pleasant Run Central Force Main Repairs	0	1,162,200	1,162,200
Polk Run Non-Potable Water Upgrades	255,000	0	(255,000)
Polk Run Ultraviolet System/Post Aeration Improvements	1,510,000	0	(1,510,000)
Portsmouth Avenue Sewer Replacement	365,600	0	(365,600)
Programmatic Contingency	10,000,000	11,500,000	1,500,000
Pump Station Telemetry System Upgrades	0	400,000	400,000
Quebec Heights Sewer Rehabilitation	0	3,388,900	3,388,900
Quebec Road Sewer Replacement	427,400	0	(427,400)
Quebec Road Sewer Separation	6,733,600	7,017,800	284,200
Queen City Avenue Sewer Separation Phase 2	0	9,905,500	9,905,500
Queen City and Cora Ave Sewer Rehabilitation	0	1,906,300	1,906,300
Queen City and Cora Avenues Right-of-Way Sewer Separation	2,582,500	2,716,700	134,200
Reemelin Road Local Sewer (HNs 3489-3860)	1,265,700	1,116,100	(149,600)
SSO 228 Elimination	1,416,900	0	(1,416,900)
SSO 603 and 704 Improvements	1,338,100	0	(1,338,100)
SSO 700 Integrated Watershed Action Plan	1,500,000	1,500,000	0
Sewer Relining Trenchless Technology Program 2016	5,200,000	6,000,000	800,000
Spring Grove Avenue - Township Street Sewer Improvement	695,200	695,200	0
Spring Grove Avenue Sewer Replacement and Rehabilitation	540,900	540,900	0
Stanley Avenue Lateral Relocations	0	148,700	148,700
Stonebridge Apartments Sewer Study	300,000	0	(300,000)
Taylor Creek WWTP Disinfection Upgrade	0	147,000	147,000
Upper Muddy Creek Interceptor Replacement Contract A	939,000	0	(939,000)
Upper Road Local Sewer (HNs 6340-6434)	171,000	169,900	(1,100)
Vinton Street - Beekman Street to Liddell Street Sewer	0	204,200	204,200
WWT System Asset Renewal 2016	3,000,000	2,000,000	(1,000,000)
Wahl Terrace Sewer Replacement	577,800	251,200	(326,600)
Wastewater Collection Maintenance Shop Improvements	1,018,490	1,018,490	0
Werk Road Sewer Lateral Assessment (HN 6052)	0	40,300	40,300
Werk and Westbourne Enhanced High Rate Treatment Facility	0	38,923,900	38,923,900
Westport Village Pump Station Elimination	1,236,150	967,100	(269,050)
Wet Weather Program Management and Support Services 2016	5,300,000	3,660,000	(1,640,000)
Whitewater Township Regional Sewer District Phase III SR 128	6,142,500	0	(6,142,500)
Wilder Avenue Sewer Replacement	0	342,900	342,900
Woodruff Road Sewer Lateral Assessment (HNs 8145, 8167,8237)	75,000	75,000	0
Yoast Avenue Sewer Improvements	135,500	0	(135,500)
	141,088,840	300,745,120	159,656,280
Department Total	141,088,840	300,745,120	159,656,280
Stormwater Management			
Stormwater - Operations & Maintenance			
Stormwater Fleet and Equipment	0	1,100,000	1,100,000
	0	1,100,000	1,100,000

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Stormwater - Planning/Design			
Barrier Dam Gatehouse 5 Replacement	0	1,200,000	1,200,000
Barrier Dam Radial Gates - Hydraulic Actuators Replacements	600,000	900,000	300,000
Cincinnati Local Flood Protection Project	100,000	100,000	0
Flood Gate 5	0	500,000	500,000
Grand Vista Sewer Project	0	100,000	100,000
Rookwood Overpass Drainage Improvements	0	500,000	500,000
	700,000	3,300,000	2,600,000
Department Total	700,000	4,400,000	3,700,000
Transportation & Engineering			
Director's Office			
Information Systems Acquisition	139,500	117,200	(22,300)
	139,500	117,200	(22,300)
Engineering			
Bicycle Transportation Program	485,000	755,400	270,400
Bridge Rehabilitation Program	950,000	798,000	(152,000)
Curb Ramps - Street Rehab	400,000	400,000	0
Hillside Stairway Rehabilitation Program	100,000	63,200	(36,800)
MLK/I-71 Interchange SIB Loan	697,500	697,500	0
ORT Kellogg Ave - Salem to Sutton	100,000	84,000	(16,000)
Pavement Management	250,000	210,000	(40,000)
ROW Ordinance Implementation	25,000	21,000	(4,000)
SCIP Loan Repayment	306,140	306,140	0
Sidewalk Repair Program	400,000	336,000	(64,000)
Spot Infrastructure Replacement	550,000	295,300	(254,700)
Street Improvements	811,060	500,000	(311,060)
Street Rehabilitation	15,636,400	15,636,400	0
Street Rehabilitation - Capital Acceleration	14,400,000	14,400,000	0
Street Rehabilitation Debt - Capital Acceleration	100,000	189,790	89,790
Wall Stab. & Landslide Correction	850,000	713,400	(136,600)
Wasson Way Trail	0	662,400	662,400
	36,061,100	36,068,530	7,430
General Aviation			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	316,400	316,400	0
	656,400	656,400	0
Traffic Engineering			
Computerized Traffic Signal System	0	300,000	300,000
Downtown Streetlight Maintenance/Repair	60,000	50,000	(10,000)
Duke Street Light Installation and Renovation	275,000	100,000	(175,000)
LED Traffic and Pedestrian Signals	110,000	90,000	(20,000)
Street Light Replacement Project	160,000	100,000	(60,000)
Traffic Control Device Installation & Renovation	100,000	80,000	(20,000)
Traffic Signal Controllers & Detectors	300,000	252,000	(48,000)

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Traffic Signal Installation & Renovation	1,200,000	870,000	(330,000)
	2,205,000	1,842,000	(363,000)
Transportation Planning and Urban Design			
Convention Center Expansion	0	250,000	250,000
Downtown Infrast. Coord. & Implemtn	210,000	176,400	(33,600)
Neighborhood Gateways/Greenways Imprvmnt	210,000	176,400	(33,600)
Neighborhood Transportation Strategies	600,000	500,000	(100,000)
OKI Corridor Studies	210,000	176,400	(33,600)
Safety Improvements	100,000	84,000	(16,000)
Street Calming Program	0	35,000	35,000
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
	1,430,000	1,498,200	68,200
Department Total	40,492,000	40,182,330	(309,670)
Water Works			
Commercial Services			
Billing System Replacement	631,000	631,000	0
Document Management Upgrade	50,000	50,000	0
	681,000	681,000	0
Departmental Support Services			
Computers, Servers, and Software	492,000	492,000	0
Miller Plant Network Upgrade	250,000	0	(250,000)
	742,000	492,000	(250,000)
Distribution			
Valve Replacement Program	275,000	275,000	0
	275,000	275,000	0
Engineering			
Backup Power Generator - Western Hills Pump Station	885,000	885,000	0
Bolton Plant Lime Residual Site Work	460,000	460,000	0
Castings/Street Improvements	420,000	420,000	0
Chem East Concrete Repair	584,000	584,000	0
Miscellaneous Concrete/Pavement Replacement	377,000	377,000	0
Miscellaneous Masonry Replacement	150,000	150,000	0
Private Development Allocation Program	420,000	420,000	0
Replacement Water Mains Allocation Program	19,316,000	34,316,000	15,000,000
Roof Replacement	600,000	600,000	0
Street Improvement Allocation Program	5,000,000	5,250,000	250,000
Tank Coating	1,000,000	1,000,000	0
	29,212,000	44,462,000	15,250,000
Supply			
Bolton High Service Pumps	100,000	100,000	0
Crane Equipment Improvements	50,000	50,000	0
Electrical Transformers	150,000	150,000	0
Field Application Replacement on Large Pumps	60,000	60,000	0
Lamella Sludge Collection Upgrade	400,000	400,000	0
Large Motor Rewind Program (Annual)	125,000	125,000	0

	2017 Approved Budget	2017 Update	Change 2017 Approved to Update
Medium Voltage Stations Backup Breakers	84,000	84,000	0
Miller Plant Heating Ventilation Air Conditioning Upgrade	0	100,000	100,000
Miller Plant Large Valve Upgrade	0	100,000	100,000
Miller Plant Sand Filter Valves	400,000	0	(400,000)
Motor Control Center Equipment	180,000	180,000	0
Outlying Pump Station Improvements	50,000	100,000	50,000
Regeneration Furnace Equipment	75,000	75,000	0
Rolling Table Replacement	0	150,000	150,000
SCADA Remote Terminal Units	124,000	124,000	0
Security Cameras and Digital Video Recorder (DVR)	50,000	50,000	0
Station Valve Equipment	100,000	100,000	0
Tennyson Pump Discharge Valve Upgrade	150,000	150,000	0
Vertical Pumps Upgrade	60,000	60,000	0
	2,158,000	2,158,000	0
Water Quality Science & Treatment			
Continuous Water Quality Monitors	145,000	145,000	0
Gas Chromatograph-Synthetic Organic Compound Analysis	150,000	150,000	0
Master Plan Upgrade	500,000	500,000	0
Miller Plant Filter Rebuild	413,000	413,000	0
	1,208,000	1,208,000	0
Department Total	34,276,000	49,276,000	15,000,000
Grand Total	252,659,940	450,243,400	197,583,460

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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 City Council at the beginning of the fiscal year.

AGENCY: An organizational entity of the City of Cincinnati. Usually it relates to a Department of the City (such as the Department of Police, or Public Services, etc.). It may also relate to a subordinate division of a Department, such as an operating Division.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is $10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, and so on.

BOND: A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

BOND (CREDIT) RATING: The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.

BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

BUDGET UPDATE: A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget.

CAFR: See Comprehensive Annual Financial Report.

CAPITAL BUDGET REVIEW TEAM: A group chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This group meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

CAPITAL IMPROVEMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CAPITAL PROJECT FUND: Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new building or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

CAPITAL OUTLAY: Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CDBG: See Community Development Block Grant.

CHRC: Cincinnati Human Relations Commission

CHRIS: See Cincinnati Human Resources Information System.

CINCINNATI BUDGET SYSTEM (CBS): An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS): A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

CIP: See Capital Improvement Program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The Federal grant which supports housing, economic development, health and human services, and planning and administration.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grants, and HOPWA. The plan

also provides the framework for competitive grant applications for other housing and community development programs.

CONTINUATION SERVICES BUDGET: A budget in which the City provides nearly the same level of services which were provided in the previous year. Referred to as a base budget.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

DEBT: A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

DEPARTMENT: A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

EARLY 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 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 measures productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

ELECTRONIC GOVERNMENT: (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

EMERGENCY RESERVE ACCOUNT: Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

EMERGENCY SHELTER GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters and transitional housing for the homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP).

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 year with the most current information available to be used to help project resources and expenditures for future years.

ESTIMATED PERSONNEL COSTS: This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

EXECUTIVE BUDGET REVIEW TEAM (EBRT): The members of this group are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Director of Budget and Evaluation. The EBRT is the City Manager's administration team to develop budget and policy recommendations to the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FINANCIAL STATEMENTS: Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any 12-month period designated as a budget year. Cincinnati's fiscal year runs from July 1 through June 30.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours and .75 FTE equals 1566 hours.

FUND: A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

FUND BALANCE: A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Generally Accepted Accounting Principles - Include the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

GENERAL FUND: This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

GENERAL OBLIGATION BOND - Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

GFOA: See Government Finance Officers Association.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

GOVERNMENTAL FUNDS: Established to account for the receipt and disbursement of financial resources to provide services to the general public.

GRANT: Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

HOME: HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

HOPWA: See Housing Opportunities for Persons With Aids.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): A Federal grant program to provide housing for persons with AIDS.

INDEPENDENT AUDIT: An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the 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.

MERIT INCREASE: An increase to an individual's base pay rate based on performance.

MILL/MILLAGE: A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

MISSION: The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.

MODIFIED ACCRUAL BASIS: Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

NON-DEPARTMENTAL: Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

OPERATING BUDGET IMPACT: The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OTHER RESTRICTED FUNDS: Category of funds typically representing grants or single purpose funds which are restricted to meeting the operational requirements of the grants and/or contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object codes 7100 and 7500 in the Cincinnati Financial System).

POSITION VACANCY ALLOWANCE (PVA): An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.

PRINCIPAL RESTRICTED FUNDS: Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to 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 routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf Funds, etc..

REVENUE BOND - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

STRUCTURALLY BALANCED BUDGET: A budget that provides for annual total expenditures and encumbrances which are equal to or less than the annual revenue estimate for the fund.

TAXING AUTHORITY: A statutory authority given to a governmental body to levy and collect taxes for public purposes.

TRANSIENT OCCUPANCY TAX: The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.

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Department Goals, Objectives, and Performance Measures

The FY 2017 Budget includes FY 2017 Department Strategic Priorities in the department sections and summarizes the strategic priorities for each department, highlighting both milestones for success for each priority as well as data driven performance indicators that will inform the assessment process. This appendix includes the City Manager's One Page Strategic Plan for the FY 2017 Budget as well as all departments' budget goals, budget measures, and performance data for the reader to obtain a more detailed understanding of the departments' FY 2017 goals and objectives.

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City Manager's Office - One Page Strategic Plan® (OGSP®) FY17

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

FY 2017 OBJECTIVE

WHAT is Winning …

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

GOALS:

FY End Jun 30 CY end Dec. 31	14 Actual	15 Actual	16	17
Safer Streets				
Homicides (CY)	63	71	63	60
Non-Fatal shootings (CY)	320	421	320	315
Pt 1. Violent Crime (CY)	2356	2343	2300	2300
Pt 1 Property Crime (CY)	16877	16801	16460	16460
Growing Economy				
% Comm. Permit Reviews complete in 15 Days (CY)	88%	71%	90%	90%
% Res. Permit Review complete in 10 Days (CY)	90%	68%	90%	90%
% contract spend minority suppliers (CY)	4%	5%	10%	12%
% contract spend women suppliers (CY)	0%	0%	2%	3%
# of new jobs created (FY)	4,892	1,517	1,100	1,200
Innovative Government				
Cumulative $ impact perf. Mgmt. (FY)	N/A	N/A	.5M	2M
Customer service satisfaction (FY)	N/A	N/A	66%	80%
Fiscal Sustainability				
Pavement Condition Index (CY)	65	64	65	66
Cont. Fund Balance % (FY)	8.1	10.0	10.8	11.4
Pension Funded % (CY)	64.3	76.9	76.8	76.1
Retiree Healthcare Funded % (CY)	119	105	105	105

STRATEGIES

HOW we will Win … >

FY 2017 PLANS

1. Safer Streets
a. Reduce Violent Crime
b. Community partnerships
c. Data driven strategies and tactics
d. Reduce property crime
e. Revitalize youth engagement

1a) Implement PIVOT to reduce violent crime by mitigating violence committed by organized groups and affecting places contributing to these activities.
1b) Ensure ECC operating optimally to meet expected service targets.
1c) Establish a formal Emergency Management governance and response structure for the City, led by the Fire Department.
1d) Utilize community collaboration to implement a best-in-class police body-worn camera program.

2. Growing Economy
a. Increase jobs/competitive workforce
b. Economic Development incentives
c. Public-private partnerships
d. Economic inclusion
e. Increase retail activity

2a) Grow number of M/WBE firms certified to meet contract award targets and continue implementation of the Mayor's Economic Inclusion Advisory Council recommendations.
2b) Improve the efficiency of the City's economic incentives.
2c) Enhance City's pre-development process to achieve successful development projects & increase customer self-service.
2d) Continue to work with regional partners to pursue next generation mobility strategies & solutions.

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

3a) Enhance youth and teen outreach and engagement, with a goal of doubling participation in the Y2W program by 2020.
3b) Leverage programs including Street Sweeping, Private Lot Abatement, Friday "Blitzes", and the Vacant Property Task Force to aggressively prevent and remove blight.
3c) Improve quality and quantity of health services while fully maximizing federal resources.
3d) Enhance community engagement efforts including Engage Cincy Challenge Grant implementation.

4. Innovative Government
a. Increase customer satisfaction
b. Promote accountability
c. Increase efficiency through tech
d. Seek out and fix processes that don't work
e. Develop 21st Century workforce

4a) Continue focus on the use of the Office of Performance & Data Analytics to improve the quality of service delivery and efficiency.
4b) Migrate the City's Information Technology function to a hybrid centralized model.
4c) Migrate the City's Human Resources function to a hybrid centralized model.

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

5a) Maximize impact of CAP to rehab and preserve streets and modernize the City's vehicles.
5b) Continue to plan and prepare for post 2018 management of MSD to maintain the public health and ensure ongoing high quality service delivery.
5c) Implement pension consent decree to protect the retirement of city workers past, present, and future.
5d) Sustain and enhance the City's bond rating through sound accounting standards and debt management practices.

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Budget Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Develop the operating, capital, and consolidated plan budgets for the City of Cincinnati. Provide management support to initiatives that enhance service delivery, improve responsiveness and communications, and reduce the cost of service delivery.	Operating and Capital	Critical
Attainment of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) every two years.	Operating and Capital	Critical
Submit monthly monitoring reports to BudgetStat for all departments	Operating	Important
Utilize BudgetStat process to identify and track budget savings and overages by department	Operating	Important

Budget Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/30
Number of Monitoring Reports submitted to City Council	Finance Committee Agenda	FY	N/A	N/A	4
Number of Monitoring Reports submitted to Budgetstat	BudgetStat Agendas	FY	N/A	N/A	21
Number of Outstanding Ratings received from GFOA	GFOA	FY			
Percentage increase in the number of 'Outstanding' ratings received from GFOA.	GFOA	FY			

Goal/Objective	Assigned Section	Priority Level
Cumulative Impact. Have a cumulative impact on customer service and the organization that pays for the costs of the office over time.	Performance & Data Analytics	Critical
CITYWIDE & DEPARTMENT STRATEGIC PLANNING		
Citywide Strategic Plan. Aid the City Manager in developing a one page strategic plan.	Performance & Data Analytics	Critical
Monitor FY17 Performance Agreements. Monitor the FY17 performance agreements and coordinate with Human Resources to ensure it is a part of the performance evaluation process.	Performance & Data Analytics	Critical
FY18 Performance Agreement Development. Coordinate with the City Manager, Budget & Evaluation, Human Resources and the Departments to develop the FY18 Performance Agreements.	Performance & Data Analytics	Important
CINCYSTAT		
CincyStat Portfolio. Have at least 6 concurrent departments or issue focused areas in the CincyStat portfolio and review the portfolio quarterly to maximize alignment with the administration's top priorities.	Performance & Data Analytics	Critical
CincyStat Sessions. Hold at least 100 CincyStat sessions.	Performance & Data Analytics	Important
BudgetStat. Collaborate with the Office of Budget & Evaluation to use expenditure reports and CincyStat to monitor operating expenditures.	Performance & Data Analytics	Important
Cincinnati Initiative to Reduce Violence (CIRV). pply the CincyStat model to facilitate the Strategy & Implementation and CIRV Governing Board team report outs as part of the systems team for CIRV.	Performance & Data Analytics	Important
Performance Data. Post performance data from CincyStat sessions online on Open Data Cincinnati	Performance & Data Analytics	Important
Customer Service Surveying. Use customer feedback surveys generated from OPDA's 591-6000 survey to help departments systematically improve the quality of their customer service.	Performance & Data Analytics	Innovative
Citywide Dashboard. Using CincyStat data, develop a citywide performance dashboard that can be regularly posted and updated online.	Performance & Data Analytics	Innovative
Employee Recognition. Use the CincyStat venue to recognize city employees whose work exemplifies the tenets of CincyStat.	Performance & Data Analytics	Innovative
Impact Initiatives. Through our work with the Departments, complete at least 10 efficiency initiatives not including the Innovation Lab projects.	Performance & Data Analytics	Innovative
INNOVATION LAB		
Innovation Lab Events. Hold 4-5 Innovation Lab events per year.	Performance & Data Analytics	Critical
Event Follow-Up. For each event, implement follow-up CincyStat sessions to ensure process improvement recommendations are implemented.	Performance & Data Analytics	Important
ANALYTICS & OPEN DATA		

Office of Performance and Data Analytics Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Data Governance. Develop and enforce policies and procedures to take an enterprise approach to data management.	Performance & Data Analytics	Critical
Analytics Infrastructure. Begin investing in data analytics infrastructure to allow for the automatic generation and delivery of performance reports.	Performance & Data Analytics	Critical
Automating Performance Reporting. Begin automating the performance reporting that is the foundation of CincyStat.	Performance & Data Analytics	Important
Analytics Projects. Pending available resources, conduct a pilot predictive and/or data integration analytics project.	Performance & Data Analytics	Innovative
Open Data. Work with ETS to continuously add datasets to the Open Data Cincinnati platform.	Performance & Data Analytics	Important

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Cumulative Impact (hard and soft dollars)	Spreadsheet	Fiscal Year	N/A	N/A	Est. Baseline
STRATEGIC PLANNING					
Number of performance agreements	Spreadsheet	Fiscal Year	N/A	N/A	24
CINCYSTAT					
Number of departments/issues in CincyStat portfolio meeting regularly	Spreadsheet	Fiscal Year	N/A	0	12
Number of CincyStat sessions held in period	Spreadsheet	Fiscal Year	N/A	9	83
Customer Service Surveys Completed in period	Spreadsheet	Fiscal Year	N/A	N/A	862
Number of Performance Data Reports regularly produced for CincyStat	Spreadsheet	Fiscal Year	N/A	N/A	59
INNOVATION LAB					
Innovation Lab Events Held	Spreadsheet	Fiscal Year	N/A	2	2
ANALYTICS & OPEN DATA					
Number of predictive analytics projects completed	Spreadsheet	Fiscal Year	N/A	N/A	1
Total datasets posted on Open Data Cincinnati	Open Data Cincinnati	Fiscal Year	N/A	11	20
Number of datasets added to Open Data Cincinnati within the period	CincyStat	Fiscal Year	N/A	11	9

Environment and Sustainability Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Advance sustainability and environmental stewardship in City government and the broader community	All	Critical
Enhance energy management practices in City government and the broader community	Energy	Important
Implement sound energy procurement practices for City Government and the broader community.	Energy	Critical
Enhance sustainability, including climate protection and climate adaptation practices in City government and the broader community	Sustainability	Innovative
Promote environmental regulatory compliance in City government	Compliance	Critical
Ensure that environmental assessments and remediation are performed when appropriate for Brownfields, City owned land, and land that the City may acquire. Ensure that contaminated soils are handled appropriately	Compliance	Critical
Promote recycling in City government and the broader community	Recycling	Critical
Promote Urban Agriculture and local food throughout the City	Urban Ag	Innovative

Environment and Sustainability Performance Data

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Number of individuals receiving OES Newsletter	Constant Contact	Fiscal Year	Est. Baseline	5213	
Number of OES Facebook followers	Facebook	Fiscal Year	Est. Baseline	612	
Number of OES Twitter Followers	Twitter	Fiscal Year	Est. Baseline	870	
Recycling					
# of City facilities that recycle		Fiscal Year	Est. Baseline	49	
Tons from City facilities		Fiscal Year	Est. Baseline	367	
Percentage increase in the amount of material collected curbside.	Rumpke reports	Fiscal Year	3.2%	-1.0%	
Recycling Total (tons)	Rumpke reports	Fiscal Year	16,447	16,287	
Recycling %	Recycling Coordinator	Fiscal Year	19.8%	20.3%	
Curbside Recycling (tons)	Rumpke reports	Fiscal Year	15,995	15,749	
Drop-Off Recyling (tons)	Rumpke reports	Fiscal Year	453	538	
Trash Tonnage	Rumpke reports	Fiscal Year	66,748	63,842	
Environmental Audits					
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	Audit Tracking System	Fiscal Year	19%	6%	
City FacilityEnvironmental Audit Findings	Audit Tracking System	Fiscal Year	45	34	
City Facility environmental audit findings - corrections	Audit Tracking System	Fiscal Year	134	71	
Customer Service					
# of internal service requests received	OES Logging System	Fiscal Year	Est. Baseline	207	
% of Internal service requests completed timely		Fiscal Year	Est. Baseline	100%	

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
# of external service requests received	OES Logging System	Fiscal Year	Est. Baseline	795	
% of external service requests completed timely		Fiscal Year	Est. Baseline	97.90%	
# of CSR tickets completed	CSR System	Fiscal Year		5337	
Urban Agriculture					
# of City owned sites in garden/agricultural use	Urban Ag records	Fiscal Year	17	29	
# of City owned parcels in garden/agricultural use	Urban Ag records	Fiscal Year	38	39	
Energy Usage and Management					
Late Charges - $	Spreadsheet	Fiscal Year	N/A	$86,734	$28,056
Late Charges - #	Spreadsheet	Fiscal Year	N/A	N/A	New Measure
Average time to pay	Process Improvement Workshop	Fiscal Year	N/A	N/A	16-24 days
% of bill anomalies identified and addressed within 30 days	Energy Management Software	Fiscal Year	N/A	N/A	Est. Baseline
City government electricity usage (without MSD, GCWW, and Streetlights)	Duke Invoices	Fiscal Year	35,423,659 kWh	34,933,722 kWh	
City government natural gas usage	Duke Invoices	Fiscal Year	172,002 ccf	147,999 ccf	
% reduction in City Government use of electricity	Duke invoices	Fiscal Year		1.40%	
% reduction in City Government use of natural gas	Duke invoices	Fiscal Year		14%	
# of residents receiving energy assistance from City	GCEA and Empower	Fiscal Year		125	
Energy savings by residents with City assistance	GCEA and Empower	Fiscal Year		$38,977	
Aggregation - Green Energy Delivered	First Energy	Fiscal Year		360,850 mWh	

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Achieve a 1% reduction in Commercial/Residential use of non-renewable energy each year	Program Tracking; Duke reports	Fiscal Year	Est. Baseline	Not Available	
Climate Protection					
Percentage of the Green Cincinnati Plan's recommendations implemented in accordance with the schedule contained therein.	"Dashboard" - To be revived by new Sustainability Coordinator		Est. Baseline	Not Available	
Achieve a 2% reduction in City Government emission of green house gasses each year.	Annual GHG Inventory (to be developed)		Est. Baseline	Not Available	
Achieve a 2% reduction in community emission of green house gasses each year	Annual GHG Inventory (to be developed)		Est. Baseline	Not Available	
Citywide Fuel Usage - Gallons					
Diesel		Fiscal Year	801,465	782,667	
Unleaded		Fiscal Year	1,069,579	1,052,598	
Propane		Fiscal Year	37,916	44,817	
E85		Fiscal Year	47,434	47,371	
Total Gallons		Fiscal Year	**1,956,394**	**1,927,453**	
Citywide Fuel Usage - Cost					
Diesel		Fiscal Year	$2,920,470	$2,847,540	
Unleaded		Fiscal Year	$3,877,424	$3,822,575	
Propane		Fiscal Year	$89,167	$93,438	
E85		Fiscal Year	$149,441	$131,409	
Total Cost		Fiscal Year	**$7,036,502**	**$6,894,962**	

Cincinnati Retirement System Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Pursue and promote initiatives that strengthen the stewardship of CRS assets.	Retirement	Critical
Process and pay monthly pension checks for approximately 4,200 retirees on the first business day of each month.	Retirement	Critical
Increase retiree participation in the CRS Kroger Coaching Program by 5%.	Retirement	Important
Increase number of employees who participate in the City's Deferred Compensation Programs	Retirement	Important
Increase CRS digital presence through Social Media	Retirement	Innovative

Cincinnati Retirement System Performance Data

Measure	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Percentage of pension checks issued on established pay dates.	CRS Payroll Records	Calendar	100%	100%
Actual Portfolio Asset Allocation Compared to Investment Policy Target Asset Allocation	CRS Investment Rpt.	Calendar	100%	100%
Pension Funded Status %	CRS Pension Valuation	Calendar	64.30%	76.9% Projected
Retiree Healthcare Funded Status %	CRS Healthcare Valuation	Calendar	119.60%	105.3% Projected
Actual Investment Performance Compared to Investment Policy Customized Benchmark, Net of Fees	CRS Investment Rpt.	Calendar	6.0% vs. 5.4%	-0.4 vs. .4%
Actual Investment Performance Compared to Peer Universe	CRS Investment Rpt.	Calendar	Top 20th %tile	50th %tile
Other Measures				
# of Retirees participating in Kroger Coaching Program	Kroger Report	Calendar		846
# of Employees participating in deferred compensation program	Deferred Comp Provider Reports	Calendar		3300

Buildings and Inspections Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Respond to all customer calls within one business day of receipt.	Entire Department	Critical
Conduct random quality control reviews of each team member, 1 each quarter	Entire Department	Critical
Develop and implement strategies that increase customer self service through utilization of the B&I website	Entire Department	Innovative
Deploy a Customer Satisfaction Survey tool that achieves a minimum of a 2% participation rate	Entire Department	Innovative
Deploy an Internet Communications Strategy that achieves a minimum of a 3% click through rate to information provide within the B&I website	Entire Department	Innovative
Maintain the financial records to ensure that the department operates within the alloted available resources. Monitoring and reporting of revenues and expenditures within mandated CMC, local, state, and federal guidelines.	Administration	Critical
Meet targeted processing time of three days after final review approval of plans in 90% of the cases.	Administration	Critical
Scan and route applications, plans, and specifications within one day of plan submittal in 90% of the cases.	Administration	Critical
To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public. Ensure all planning technicians, customer relations representatives, attend permit technician training and pass certification exam.	Administration	Innovative
Develop and implement mechanism to measure wait times for in-person customer service requests at the Permit Center	Administration	Innovative
Protect the public safety as it relates to lifts, elevators, and escalators by performing 90% of all periodic inspections within the 6 month time window from the previous periodic inspection.	Inspections	Critical
Assure compliance with the Cincinnati municipal and the Ohio building codes for all elevator, structural, plumbing and mechanical components of new buildings and existing commercial buildings by providing inspections within two working days of request, for 90% of the cases.	Inspections	Critical
Investigate 90% complaints for work without permits, inferior construction, property encroachments and public safety concerns in two business day and provide resolution within 5 business days (orders issued, complaint dismissed, or a plan for resolution established).	Inspections	Important
Perform plan exam functions for new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment within "5" days of submission in 90% of the cases.	Inspections	Important

Buildings and Inspections Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To perform nine new construction inspections, per inspector, per day.	Inspections	Important
To perform nine new plumbing inspections, per inspector, per day.	Inspections	Important
Perform a minimum of 6 new elevators and escalators installations, modernizations and repairs inspections on days dedicated to new construction	Inspections	Important
Ensure that all staff maintain all required certification to perform core functions. Encourage achieving cross certification in other inspection areas to improve customer service up-to-date licensing and certification of staff.	Inspections	Innovative
Review various city and state licenses such as liquor, dance hall and parking lot licenses for compliance within 10 days, resulting in approval or orders issued.	Inspections	Important
To maintain a maximum of fifteen working days for completion of the initial review of commercial projects not exceeding $1,000,000 in valuation in 90% of the cases.	Plan Review	Critical
To maintain a maximum of ten working days for completion of the initial review of residential projects submitted under Residential Code of Ohio in 90% of the cases.	Plan Review	Critical
To maintain a maximum of five working days for completion of the revision review in 90% of the cases.	Plan Review	Critical
Develop and implement strategies that increase digital submissions of applications and permits department wide	Plan Review	Innovative
Conduct an average of 10 code enforcement inspections per day per code enforcement inspector.	Property Maintenance	Important
Achieve measurable compliance or take an advanced enforcement action within 30 days of the compliance due date in 90% of the cases.	Property Maintenance	Critical
Conduct an investigation and reach a case disposition within 5 days of receiving a request for service in 85% of the cases.	Property Maintenance	Important
Conduct all initial inspections in the focus area within 90 days of program start date.	Property Maintenance	Innovative
Issue a notice of violation where violations are encountered on an average of 3 days from inspection.	Property Maintenance	Critical
Inspect the foreclosed properties in less than a 45 calendar day cycle in 90% of the cases.	Property Maintenance	Important
Notify the mortgagee, property owner and attorney filing the foreclosure of the program requirements within 4 business days of foreclosure filing in 90% of cases.	Property Maintenance	Important
Conduct 10 Public Nuisance Hearings per year.	Property Maintenance	Critical

Buildings and Inspections Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Process buildings found open for securing by governmental action within the time prescribed by the code (currently 18 days). Work with the Law Dept. to determine if the 18 days can be reduced and work to amend the statutory 18 days.	Property Maintenance	Critical
Review the fee structure and the collection process and improve the collection rate for VBML.	Property Maintenance	Important
Improve the early identification of vacant buildings through data analytics so as to reduce the impact of vacant buildings on the quality of life in the immediate neighborhood.	Property Maintenance	Innovative
Develop a case management approach to these types of buildings to prevent their deterioration to the point that demolition is the only viable option. This will involve data sharing and partnerships with preservation organizations and the land bank within 6 months.	Property Maintenance	Innovative
Develop a proactive program to ensure all fire escapes in the City are well maintained so as to ensure their viability as a secondary exit of the occupants of buildings.	Property Maintenance	Innovative
Complete requests for zoning verification/rebuild letters within 3 business days.	Zoning	Critical
Conduct all Staff Level reviews of Certificate of Appropriateness within 5 business days of complete application.	Zoning	Critical
Initial review all construction projects for compliance with the Zoning Code within 5 business days 90% of the time.	Zoning	Critical
Staff reports for perfected variance applications shall be completed and submitted in 20 business day to the Hearing Examiner in 90% of the cases.	Zoning	Important
Perfected Pre-Development meeting requests shall be conducted and summarized within 30 days of receipt in 90% of all cases.	Zoning	Important
Complete requests for demolition permits within 3 business days 90% of the time.	Zoning	Important
Perfected Certificate of Appropriateness applications requiring Historic Conservation Board approval shall be presented in 6 weeks from the application deadline in 90% of the cases.	Zoning	Important
Complete reviews of requests for Certificates of Compliance within 5 business days in 90% of all cases.	Zoning	Important
Ensure that all staff work to achieve and maintain beneficial certifications that enhance their ability to perform their functions	Zoning	Important
Provide initial zoning reviews for City agencies within 10 business days in 90% of the cases	Zoning	Innovative

Goal/Objective	Assigned Section	Priority Level
Urban Conservator shall maintain Certified Local Government Status and Section 106 Programmatic Agreement in full compliance with State Historic Preservation Office	Zoning	Important
Zoning Administration shall compile annually and present to City Planning recommendations for amendments pertaining to the text of the Zoning Code	Zoning	Critical
Zoning Administration shall compile annually and present to City Planning recommendations for amendments pertaining to the text of the Zoning Code	Zoning	Innovative

Buildings and Inspections Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Permits Issued					
Total Permits Issued	Accela/Permits Plus	Calendar Year	9087	9752	
Commercial: Ohio Building Code (OBC)					
Elevator Permit	Accela/Permits Plus	Calendar Year	120	152	
Plumbing Permits	Accela/Permits Plus	Calendar Year	720	823	
Excavation/Fill	Accela/Permits Plus	Calendar Year	444	458	
Parking Lots	Accela/Permits Plus	Calendar Year	22	25	
Signs	Accela/Permits Plus	Calendar Year	220	251	
Addition	Accela/Permits Plus	Calendar Year	44	28	
Alteration	Accela/Permits Plus	Calendar Year	773	901	
Fire Protection Systems	Accela/Permits Plus	Calendar Year	614	706	
Repair	Accela/Permits Plus	Calendar Year	268	264	
HVAC	Accela/Permits Plus	Calendar Year	335	367	
New Building	Accela/Permits Plus	Calendar Year	53	63	
Wrecking	Accela/Permits Plus	Calendar Year	79	87	
Residential: Residential Code of Ohio (RCO)					
Plumbing Permits	Accela/Permits Plus	Calendar Year	1375	1577	
HVAC	Accela/Permits Plus	Calendar Year	1753	1716	
Addition	Accela/Permits Plus	Calendar Year	83	93	
Alteration	Accela/Permits Plus	Calendar Year	491	508	
Misc. Structures	Accela/Permits Plus	Calendar Year	337	416	
New Building	Accela/Permits Plus	Calendar Year	111	106	
Repair	Accela/Permits Plus	Calendar Year	251	214	
Wrecking	Accela/Permits Plus	Calendar Year	283	346	
Plan Review					
% initial review of commercial projectss submitted under the Ohio Building Code completed within 15 days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	71%	
% initial review of residential projects submitted under Residential Code of Ohio completed within 10 working days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	68%	
% revision reviews completed within 5 days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	79%	
% permits issued with 2 or fewer revisions (goal: 90%)	Accela/Permits Plus	Calendar Year	-	N/A	
# of plans reviewed through walk-through program	Accela/Permits Plus	Calendar Year	-	N/A	
% of permits issued same day that are walk-through	Accela/Permits Plus	Calendar Year	-	N/A	
% plans approved after 3 days of final review (goal 90%)	Accela/Permits Plus	Calendar Year	-	92%	
% applications, plans and specificaitons scanned and routed within one day of plan submittal (goal 90%)	Accela/Permits Plus	Calendar Year	-	66%	

Buildings and Inspections Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
% construction project initial review for Zoning Code compliance within 5 business days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
% of initial zoning reviews provide for City agencies within 10 business days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
% new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment plans exams completed within "5" days of submission (goal: 90%)	Accela/Permits Plus	Calendar Year	-	100%	
% Certificates of Compliance request reviews completed within 5 business days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
% requests for zoning verification/rebuild letter completed within 3 business days. (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
% of demolition requests completed within 3 business days (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
% of Perfected Certificate of Appropriateness applications requiring Historic Conservation Board approval presented in 6 weeks from the application deadline (goal: 90%)	Accela/Permits Plus	Calendar Year	-	Est. Baseline	
Pre-Development					
% of projects that received Pre-Development Review that were rejected in their initial building permit review for a "fatal flaw" (goal: 10% or less)	Accela/Permits Plus	Calendar Year	N/A	N/A	
% of Projects receiving Pre-Development Review approved for building permits by all review agencies within two submissions (goal: 90%)	Accela/Permits Plus	Calendar Year	N/A	N/A	
% of Perfected Pre-Development meeting requests that were conducted and summarized within 30 days of receipt (goal: 90%)	Accela/Permits Plus	Calendar Year	N/A	N/A	
Inspections					
Avg # new construction inspections, per inspector, per day (goal: 9)	Accela/Permits Plus	Calendar Year	-	12.84	
Avg # new plumbing inspections, per inspector, per day (goal: 9)	Accela/Permits Plus	Calendar Year	-	10.6	
Avg # new elevators and escalators installations, modernizations and repairs inspections performed on days dedicated to new construction (goal: 6)	Accela/Permits Plus	Calendar Year	-	6.94	

Buildings and Inspections Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Avg # code enforcement inspections per day per code enforcement inspector (goal: 10)	Accela/Permits Plus	Calendar Year	-	0.1013	
% inspections in the focus area completed within 90 days of program start date (goal: 100%)	Accela/Permits Plus	Calendar Year	-	100%	
% violation notices issued for encounterd violations within 3 days from inspection (goal: 90%)	Accela/Permits Plus	Calendar Year	-		
% foreclosed properties inspected 45 calendar days or less (goal: 90%)	Accela/Permits Plus	Calendar Year	-	73%	
% ofcomplaints for work without permits, inferior construction, property encroachments and public safety concerns investigated within 2 business days (goal 90%)	Accela/Permits Plus	Calendar Year	-	84%	
within 5 business days (orders issued, complaint dismissed, or a plan for resolution established). (goal 90%)	Accela/Permits Plus	Calendar Year	-	84%	
% foreclosure notices submitted to the mortgagee, property owner and attorney filing the foreclosure in 4 business days or less (goal: 90%)	Accela/Permits Plus	Calendar Year	-	85%	
# of public nuisance hearings per year (goal: 10)	Accela/Permits Plus	Calendar Year	-	10	
Residential Rental Inspection Program					
Dwelling Units Inspected		Calendar Year	N/A	N/A	
Reduction in Complaints		Calendar Year	N/A	N/A	
# of Violations Discovered		Calendar Year	N/A	N/A	
# of Illegal Units Discovered		Calendar Year	N/A	N/A	
Façade Safety Program					
Number of Façade Critical Evaluation Reports received and timeframe of receipt		Calendar Year	N/A	N/A	
Number of reports with violations, and with no violations		Calendar Year	N/A	N/A	
Number of violations corrected during the grace period		Calendar Year	N/A	N/A	
Number of violations corrected requiring enforcement		Calendar Year	N/A	N/A	
Overall percentage of buildings in full compliance with the ordinance		Calendar Year	N/A	N/A	
Quality Control					
Number of QC reviews performed		Calendar Year	N/A	N/A	
% of QC reviews without issue		Calendar Year	N/A	N/A	
Number of policies created/changed		Calendar Year	N/A	N/A	
% change in Quantity/Quality		Calendar Year	N/A	N/A	

Buildings and Inspections Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
% customer calls responded to in 1 business day or less (goal 90%)		Calendar Year	N/A	N/A	

Citizen Complaint Authority Goals Objectives

Goal/Objective	Assigned Section	Priority Level
To maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.	Administrative	Critical
To address current case backlog and complete investigations within 120 days.	Administrative	Critical
To provide administrative support to the federal court mandated investigative staff.	Administrative	Critical
To be on call 24-7 to investigate serious interventions by police officers.	Investigative	Critical
To conduct community outreach and increase awareness.	Investigative	Critical
To further develop and increase CCA's public relations including updates to the website and literature.	Investigative	Critical
To provide CPD with observations and recommendations regarding policy and procedure changes as well as potential additional training needs when applicable.	Investigative	Critical

Citizen Complaint Authority Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14	CY15	CY16
# of Complaints Received	CCMS/Excel	Calendar Year	320	286	
Allegations Received	CCMS/Excel	Calendar Year	144	168	
Investigations Completed	CCMS/Excel	Calendar Year	60	49	
CCA Findings (does not include pending cases)	CCMS/Excel	Calendar Year	90	87	
Percentage of investigations assigned within 48 business hours of initial complaint.	CCMS/Excel	Calendar Year	100%	100	
Average # of days - complete CCA cases	CCMS/Excel	Calendar Year	Est. Baseline	97	
Allegation by Category					
Excessive/Use of Force	CCMS/Excel	Calendar Year	57	52	
Discharge of a Firearm	CCMS/Excel	Calendar Year	7	9	
Improper Stop	CCMS/Excel	Calendar Year	0	16	
Improper Search/Seizure/Entry	CCMS/Excel	Calendar Year	18	36	
Improper Point of Firearm	CCMS/Excel	Calendar Year	4	7	
Discourtesy	CCMS/Excel	Calendar Year	24	20	
Improper Procedure	CCMS/Excel	Calendar Year	2	9	
Discrimination	CCMS/Excel	Calendar Year	20	9	

Citizen Complaint Authority Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14	CY15	CY16
Procedure Violation	CCMS/Excel	Calendar Year	9	2	
Abuse of Authority	CCMS/Excel	Calendar Year	1	0	
Death (TASER)	CCMS/Excel	Calendar Year	0	1	
Frisk	CCMS/Excel	Calendar Year	0	1	
Harassment	CCMS/Excel	Calendar Year	0	3	
Lack of Service	CCMS/Excel	Calendar Year	2	0	
Sexual Misconduct	CCMS/Excel	Calendar Year	0	2	
Unlawful Detention	CCMS/Excel	Calendar Year	0	1	
CCA Allegation Findings by Resolution					
Sustained	CCMS/Excel	Calendar Year	11	24	
Not Sustained	CCMS/Excel	Calendar Year	86	33	
Unfounded	CCMS/Excel	Calendar Year	13	10	
Exonerated	CCMS/Excel	Calendar Year	30	38	
Pending	CCMS/Excel	Calendar Year	4	63	
Discharge of Firearm					

Citizen Complaint Authority Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14	CY15	CY16
Deaths as a result of Discharge of Firearm	CCMS/Excel	Calendar Year	3	2	
Discharge as a result of TASER	CCMS/Excel	Calendar Year	0	1	
Communtiy Outreach					
Community Outreach Presentations	Excel	Calendar Year	0	10	

Community and Economic Development Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
General		
Increase national and global awareness of the Cincinnati brand as a healthy business market	National and International Investment	Innovative
Develop and manage a highly efficient team that provides sounds technical advice and a high level of customer service	Customer Service	Critical
Increase strategic external partnerships	Partnerships	Important
Encourage and grow the local economy by facilitating economic and community development transactions that positively impacts Cincinnati.	Growth	Important
Develop a Economic Strategic plan	Strategic Planning	Important
Lead a working group to develop a set of policies that facilitate prudent use of incentives. Policies will be developed for the following areas property tax abatements, earnings tax incentives, loans and tax increment financing.	Incentive polices	Critical
Economic Development		
Grow the City's Tax base by facilitating private sector job creation	Job Creation	Critical
Maintain existing employment base within the City of Cincinnati	Job Creation - Retention	Important
Develop retail and commercial opportunities in the central business district	Retail	Important
Provide support for entrepreneurial start-ups as well as established small businesses to generate new capital investment and employment opportunities	Small Business	Innovative
Develop an inventory of available sites within designated retail corridor (public and private ownership)		Innovative
Community Development		
Develop and maintain new and rehabilitated homeownership opportunities for owner-occupied and rental housing units to improve housing quality for City residents.	Housing	Important
Assist low and moderate-income renters in making the transition to homeownership.	Homeownership	Important
Provide assistance to low and very-low income persons in finding and retaining high-quality affordable rental units.	Affordability	Important
Administer housing programs to serve homeless and special needs population	Homeless and Special Needs	Important
Parking		

Goal/Objective	Assigned Section	Priority Level
Implementation of Smart parking meter system and parking plan that allows the City to effectively manage their parking on-street and off-street parking systems	Smart Meter	Innovative
Effectively track and monitor revenue collection and violations to ensure the City is being fiscally responsible and proper stewards of public funds	Smart Meter	Innovative
Monitoring and Compliance		
Establish procedures to enhance oversight and monitoring of active engagements to ensure compliance with Federal, State and Local requirements.	Oversight	Critical
Human Services		
Meet the needs of Cincinnati's underserved communities through the allocation of City funds to qualified agencies, to support quality economic and community development	Inclusion	Critical

Community and Economic Development Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Economic Development				
Number of Jobs Created	Salesforce	Calendar Year	4390	1200
Number of Jobs Retained	Salesforce	Calendar Year	1814	1236
Develop 100 leads through active marketing and strategic partnerships	Salesforce	Calendar Year	78	80
Execute 15 Property Tax Incentive Agreements (Includes CRAs and Project TIFs)	Salesforce	Calendar Year	23	31
Execute 10 Income Tax Incentive Agreements	Salesforce	Calendar Year	9	4
Economic Incentives - Cost Per Job		Calendar Year	N/A	New Measure
Economic Incentives - Leverage Ratio		Calendar Year	N/A	New Measure
Economic Incentives -Break Even Analysis		Calendar Year	N/A	New Measure
Total BRE Visits	Salesforce	Calendar Year	130	56
BRE Outreach		Calendar Year	N/A	New Measure
Total BRE Visits Stemming from Outreach		Calendar Year	N/A	New Measure
BRE Visit Follow-Up		Calendar Year	N/A	New Measure
Conduct 75 major (50+ employees) employers Economic Development Business Retention Visits (Large BRE Visits)	Salesforce	Calendar Year	46	20
Businesses Assisted (NBDIP, Small Business Assistance Program or Neighborhood Infrastructure Projects)	Salesforce	Calendar Year	421	429
Number of Advancing Diversity in Development Programs		Calendar Year	N/A	New Measure
Number of Advancing Diversity in Development Participants		Calendar Year	N/A	New Measure
Number of Advancing Diversity in Development Orgs. Represented		Calendar Year	N/A	New Measure
Community Development				
# of Affordable and Market-Rate Homeownership Housing Units	CAPER	Calendar Year	153	78
# of Affordable and Market-Rate Rental Housing Units	CAPER	Calendar Year	234	289
Provide Supportive Services for Homeowners (Mortgage Assistance, Repair Services)	CAPER	Calendar Year	2049	1442
Provide Supportive Services for Renters (TBRA, Tenant Representation, Multi- Family CRA)	CAPER	Calendar Year	618	558

Community and Economic Development Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Administer housing programs to serve homeless and special needs population	CAPER	Calendar Year	7037	7066
Job Training Services (Hand-up and Blueprint for Success)	CAPER	Calendar Year	156	367
Promote Fair Housing (People served through training - Housing Opportunities Made Equal)	CAPER	Calendar Year	1468	2,763
Parking Operations				
Garages	DMRR	Calendar Year	8	8
Parking Lots	DMRR	Calendar Year	7	6
Parking Meters - Total	IPS	Calendar Year	5200	4392
Single Space Smart Meters	Xerox	Calendar Year	1440	2910
Multi-Space Meters	Xerox	Calendar Year	0	40
Coin Meters	Xerox	Calendar Year	3760	1442
Vehicles Towed	Xerox	Calendar Year	480	816
# of Citations Issued	Finance/Xerox	Calendar Year	70965	79677
% Parking Citations collected	Xerox	Calendar Year	79%	78%
Customer complaints resolved	Log	Calendar Year	n/a	575
Average Time to Repair Meters	Xerox	Calendar Year	N/A	New Measure
Citations Contested	Xerox	Calendar Year	N/A	New Measure
Citations Dismissed	Xerox	Calendar Year	N/A	New Measure
Fiscal Year Measures	**Data Source**	**Reporting Year**	**FY15**	**FY16 through 12/31**
Parking Revenue				
Smart, Coin, & Multi-Space Meter Revenue	Finance/Xerox	Fiscal Year	$4,178,562	$2,703,616
Revenue from Citations	Finance/Xerox	Fiscal Year	$4,376,147	$2,071,886
Human Services				
City Funds	Contract log	Fiscal Year	$1,590,000	$3,120,000
Funds Leveraged	Contract log	Fiscal Year	$11,356,826	$19,239,090
Ratio of leveraged funds to City funds each year	Contract log	Fiscal Year	7:1	6:1
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Quarterly Reports	Fiscal Year	98%	Avail. in March

ETS Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Governance					
# of Governance and subcommittee meetings hosted	ETS	Fiscal Year	N/A	N/A	New Measure
Security & Audits					
Number of Leads Audits	CLEAR	Fiscal Year	N/A	N/A	New Measure
Number of Additional Technical Audits	CLEAR	Fiscal Year	N/A	N/A	New Measure
Number of Findings from Audits Identified and Addressed	CLEAR	Fiscal Year	N/A	N/A	New Measure
Completed Intrusion and Vulnerability Tests	Security	Fiscal Year	N/A	N/A	New Measure
Number of departments utilizing KACE software	Security	Fiscal Year	N/A	N/A	New Measure
Service Requests					
Number of Remote Access Requests	Contact Center	Fiscal Year	N/A	N/A	New Measure
% of Remote Access Requests completd within 48 hours	Contact Center	Fiscal Year	N/A	N/A	New Measure
Network					
Core Network Downtime (measured in hours)	Network Services	Fiscal Year	N/A	N/A	New Measure
Core network uptime (% based on number of working hours per year [8,760])	Network Services	Fiscal Year	N/A	N/A	New Measure
Enterprise Systems					
% of system patches implemented within 60 days of release	CFS	Fiscal Year	100%	100%	100%
CHRIS: % of tax updates implemented within 60 days of release	CFS	Fiscal Year	100%	100%	100%
Maintain an average CHRIS uptime of 97% or better	CFS	Fiscal Year	N/A	N/A	New Measure

ETS Goals and Objectives

Goals & Objectives	Assigned Section	Priority Level
Implement an IT Governance model including an Executive Board for capital review, a Project Review subcommittee for business case development, and an ITStat component for data governenace, hardware, software, and personnel inventory.	Admin	Critical
Review Telecomm expenses to identify potential cost savings.	Telecomm	Important
Implement an Information Security Steering Committee to contribute to security policy development, security awareness, threat mitigation, and breach response.	Security	Critical
Develop standardized processes for departments to request cincinnati-oh.gov and citymatters.rcc.org updates.	E-Gov	Important
Prepare a long range replacement plan for the CLEAR MDC hardware by FY2018.	CLEAR	Important
Prepare a financial roadmap, risk matrix, and long term strategic options for any potential CLEAR Levy revenue shortages.	CLEAR	Important
Perform 20 LEADS audits, 10 additional technical audits, schedule on-site visits to perform audits, and schedule follow-up visits to re-evaluate identified problems during audits.	CLEAR	Important
Create service requests for all remote access requests and insure 90% of all requests are completed in <48 hours.	CTS	Important
Develop internal ETS business analytics performance measures and implement internal dashboards to track departmental performance towards identified performance targets.	E-Gov	Important
Implement an enterpise service desk tool to replace the ETS contact center service request database	Contact Center	Important
Develop a citywide information security auditing program to identify potential vulnerabilities in with various city departments.	Security	Important
Achieve MAN Core Network uptime of 99.7% or greater and > 24 hours of total outage time during FY17.	Network Services	Critical
Apply system changes and enhancements to the City's Financial and Vendor Self Service systems.	CFS	Critical
Maintain high availability for Cincinnati-oh.gov and citymatters.rcc.org	E-Gov	Critical
Implement E-Gov Web Updates to improve the website infrastructure and uptime of the city's internal and external facing websites.	E-Gov	Important
Apply required Federal, State, and Local Tax definition changes to the City's Human Resource, Payroll, and Employee Benefit system.	CHRIS	Important

CAGIS Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Suport and enhance the existing system to meet the needs of the organization, while providing minimal disruption to existing business operations.	CAGIS	Critical
Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.	CAGIS	Important, Innovative
Enterprise Land Management Business System Migration Phase 1 (Planning)	CAGIS	Critical
Enterprise Land Management Business System Migration Phase 2 (Implementation)	CAGIS	Critical
GIS New Technology Implementation for business end users - Gen8 rollout	CAGIS	Important, Innovative
GIS New Technology Implementation for business end users - Map Portal	CAGIS	Important, Innovative
CAGIS Insight - Reporting Platform roll out	CAGIS	Important, Innovative
CAGIS Integrated-Interactive Web Sites - Enhanced roll outs	CAGIS	Important, Innovative

CAGIS Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Workflow Improvements Implemented		Fiscal Year	10	10	5
CAGIS Insight Reporting Portal - Reports developed and/or reports in production	CAGIS Insight Reporting Portal	Fiscal Year	14	87	101
CAGIS Integrated/Interactive Web Sites		Fiscal Year	2	2	1
CAGIS Mobile projects		Fiscal Year	1	1	1
Enterprise Land Management Business System Migration Phase 1 (Planning) - Proof of Prodcution Projects	CAGIS AA Se	Fiscal Year	1	1	1
GIS New Technology Implementation for business end users	CAGIS GIS Servers/Arc Map	Fiscal Year	1	2	1
CAGIS Gen8 adoption	CAGIS GIS Servers/Arc Map	Fiscal Year	N/A	N/A	0
CAGIS Map Portal adoption	CAGIS GIS Servers/Arc Map	Fiscal Year	N/A	N/A	28

Goal/Objective	Assigned Section	Priority Level
Administer, enforce, and monitor the Small Business Enterprise (SBE) Program; the Equal Employment Opportunity (EEO) Program; the Prevailing Wage laws; the Living Wage Program; and the Meet and Confer provisions to promote equal business opportunities.	M/WBE, SBE Program, Meet & Confer: Economic Inclusion Section; EEO, Prevailing Wage, Living Wage: Prevailing Wage Section	Critical
Oversee proper enforcement of Equal Employment Opportunity requirements for all City contracts over $5,000.	Deputy Director for Economic Inclusion	Important
Establish a culture of inclusion within City government and the regional market place.	Director and Community Liaison Section	Critical
Increase the participation of minority-and women-owned businesses in City of Cincinnati contracting.	Economic Inclusion Section	Innovative
Increase the participation of small local business enterprises in City contracting and to the extent possible, eliminate through race-and –gender neutral means any disparities in the participation of minority business enterprises or women business enterprises on City contracts.	Economic Inclusion Section	Important
Provide accountability and accuracy in setting participation requirements and in reporting program results utilizing web-based compliance systems capable of identifying the universe of firms that are ready, willing and able for bidding on and/or performing on City contracts.	Economic Inclusion Section and Prevailing Wage Section	Critical
Determine, monitor and enforce appropriate prevailing wage classification(s) and rates for all City funded construction projects.	Prevailing Wage Section	Critical
Monitor contractor compliance with all subcontractor participation requirements.	Economic Inclusion and Prevailing Wage	Critical
Administer the M/WBE and SBE Certification Program	Economic Inclusion Section	Critical
Operate Business Training Center	Community Liaison Section	Important
Develop outreach material and outreach activities for SBEs and M/WBEs	Community Liaison Section	Important

Economic Inclusion Performance Data

Measure	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Company Certification					
No. of SBE certifications	VCCS/VSS	Calendar Year	459	484	
No. of SLBE certifications	VCCS/VSS	Calendar Year	N/A	New Measure	
No. of ESLBE certifications	VCCS/VSS	Calendar Year	N/A	New Measure	
No.of MBE certifications, total	VCCS/VSS	Calendar Year	198	253	
No. of MBE: African American firm certifications		Calendar Year	170	221	
No. of MBE: Hispanic American firm certifications		Calendar Year	10	7	
No. of MBE: Asian American firm certifications		Calendar Year	16	21	
No. of MBE: Native American firm certifications		Calendar Year	2	3	
No. of WBE firm certifications, total	VCCS/VSS	Calendar Year	157	164	
No. of M/WBE certifications, total	VCCS/VSS	Calendar Year	60	70	
No. of M/WBE: African American firm certifications		Calendar Year	44	59	
No. of M/WBE: Hispanic American firm certifications		Calendar Year	3	1	
No. of M/WBE: Asian American firm certifications		Calendar Year	7	7	
No. of M/WBE: Native American firm certifications		Calendar Year	0	1	
Average number of days to certify a firm	VCCS/VSS	Calendar Year	3	3	
No. of outreach sessions/events	DEI	Calendar Year	est. baseline	6	
No. of business training classes	DEI	Calendar Year	est. baseline	4	
No. of jobs created pursuant to City owned contracts	DEI	Calendar Year	est. baseline	0	
No. of contractors referred to the Family and Job Center	DEI	Calendar Year	est. baseline	0	
Contract Spend by Vendor Type					
Contract Spends: All SBEs	DEI/VCCS	Calendar Year	$ 53,026,359	$ 48,249,148	
Contract Spends: All MBEs	DEI/VCCS	Calendar Year	$ 9,165,681	$ 7,306,012	
Contract Spends: MBE: African American	DEI/VCCS	Calendar Year	$ 7,761,743	$ 4,577,577	
Contract Spends: MBE: Hispanic American	DEI/VCCS	Calendar Year	$ 181,288	$ 81,521	
Contract Spends: MBE: Asian American	DEI/VCCS	Calendar Year	$ 1,222,649	$ 2,609,214	
Contract Spends: MBE: Native American	DEI/VCCS	Calendar Year	$ -	$ 37,700	

Measure	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Contract Spends: All WBEs	DEI/VCCS	Calendar Year	$ 14,396,777	$ 7,515,113	
Contract Spends: All M/WBEs	DEI/VCCS	Calendar Year	N/A	New Measure	
Contract Spends by Contract Category					
Construction Contract Spends: All SBEs	DEI/VCCS	Calendar Year	$ 41,245,257	$ 32,677,896	
Construction Contract Spends: All WBEs	DEI/VCCS	Calendar Year	$ 9,836,788	$ 3,196,852	
Construction Contract Spends: All M/WBEs	DEI/VCCS	Calendar Year	N/A	New Measure	
Construction Contract Spends: All MBEs	DEI/VCCS	Calendar Year	$ 6,131,371	$ 4,102,291	
Construction Contract Spends: MBE: African American	DEI/VCCS	Calendar Year	$ 5,324,946	$ 2,580,187	
Construction Contract Spends: MBE: Hispanic American	DEI/VCCS	Calendar Year	$ -	$ 35,191	
Construction Contract Spends: MBE: Asian American	DEI/VCCS	Calendar Year	$ 806,424	$ 1,449,213	
Construction Contract Spends: MBE: Native American	DEI/VCCS	Calendar Year	$ -	$ 37,700	
Professional Services Contract Spends: All SBEs	DEI/VCCS	Calendar Year	$ 6,213,440	$ 9,106,935	
Professional Services Contract Spends: All WBEs	DEI/VCCS	Calendar Year	$ 1,720,284	$ 1,391,443	
Professional Services Contract Spends: All M/WBEs	DEI/VCCS	Calendar Year	N/A	New Measure	
Professional Services Contract Spends: All MBEs	DEI/VCCS	Calendar Year	$ 2,120,997	$ 2,004,950	
Professional Services Contract Spends: MBE: African American	DEI/VCCS	Calendar Year	$ 1,552,392	$ 870,731	
Professional Services Contract Spends: MBE: Hispanic American	DEI/VCCS	Calendar Year	$ 181,288	$ 46,330	
Professional Services Contract Spends: MBE: Asian American	DEI/VCCS	Calendar Year	$ 387,317	$ 1,087,888	
Professional Services Contract Spends: MBE: Native American	DEI/VCCS	Calendar Year	$ -	$ -	
Supplies/Services Contract Spends: All SBEs	DEI/VCCS	Calendar Year	$ 5,567,662	$ 6,464,317	
Supplies/Services Contract Spends: All WBEs	DEI/VCCS	Calendar Year	$ 2,839,705	$ 2,926,817	
Supplies/Services Contract Spends: All M/WBEs	DEI/VCCS	Calendar Year	N/A	New Measure	
Supplies/Services Contract Spends: All MBEs	DEI/VCCS	Calendar Year	$ 913,313	$ 1,198,771	
Supplies/Services Contract Spends: MBE: African American	DEI/VCCS	Calendar Year	$ 884,405	$ 1,126,659	
Supplies/Services Contract Spends: MBE: Hispanic American	DEI/VCCS	Calendar Year	$ -	$ -	
Supplies/Services Contract Spends: MBE: Asian American	DEI/VCCS	Calendar Year	$ 28,908	$ 72,112	

Measure	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Supplies/Services Contract Spends: MBE: Native American	DEI/VCCS	Calendar Year	$ -	$ -	
Compliance					
Number of Streetcar DBE site visits		Calendar Year	N/A	New Measure	
Number of random SBE, M/WBE site visits		Calendar Year	N/A	New Measure	
Number of Prevailing Wage Visits		Calendar Year	40	30	

Finance Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To annually receive an Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Report, including minimum number of material findings.	Accounts & Audits	Critical
To provide professional accounting support to agencies to allow for timely processing of payroll and other transactions.	Accounts & Audits	Important
To strengthen City government by providing financial information to stakeholders and to be responsible financial stewards through the monitoring of certain revenues and expenditures and through the reporting of the City's financial information.	Accounts & Audits	Important
Complete initial Certificate of Resources and all amended certificates as approved by City Council and send to the County Auditor monthly.	Accounts & Audits	Important
To annually receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).	Accounts & Audits	Important
Monthly Report completed and sent to Administration within 20 business days after the previous month.	Accounts & Audits	Important
Process all vendor payments as requested by departments within seven	Accounts & Audits	Important
Prepare and submitt Tentative Tax Budget to County Auditor by due da	Accounts & Audits	Critical
Remit all taxes, withholdings and garnishments per specific due dates.	Accounts & Audits	Important
To contribute to the financial strength of the City by being a strong steward of public financial services and to provide quality financial services to customers.	Director's Office	Critical
To identify and recommend management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.	Director's Office	Important
To obtain a general obligation bond rating as needed.	Director's Office	Important
To ensure taxpayer compliance through education and service excellence.	Income Tax	Important
Successfully Implement tax code changes.	Income Tax	Critical
To timely complete reviews of all taxpayer returns by posting refunds within 90 days and returns in 9 months	Income Tax	Important
To assist all City agencies in the procurement of products and services by using appropriate management techniques, best price policy implementation, and monitoring of purchases in accordance with City of Cincinnati Municipal Code and State statutes.	Purchasing	Important
To effectively manage the City's printing, mail, and stores operations.	Purchasing	Important

Finance Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To affect procedures related to the purchasing operation that promote the timely handling of all purchasing requisitions for supplies, services, and equipment and implement the SBE Task Force Recommendations.	Purchasing	Important
To provide high quality efficient supply ordering services to all City departments.	Purchasing	Important
To provide timely and effective customer service.	Purchasing	Important
To realize maximum potential with the City's P-Card program and provide annual training to users.	Purchasing	Important
To effectively manage the City's Commercial Insurance Program by renewing insurance polices at competitive rates.	Risk Management	Important
To effectively manage the City's Workers Compensation Program.	Risk Management	Important
To implement and maintain an incentive based employee health and wellness program.	Risk Management	Important
To evaluate performance of medical and pharmacy vendors annually.	Risk Management	Important
To conduct a claims audit every three years from the date of contract or date of renewal for medical and pharmacy vendors.	Risk Management	Important
To conduct a dependent healthcare audit every five years.	Risk Management	Important
To ensure that City funds are appropriately receipted and deposited, to promptly reconcile City bank accounts.	Treasury	Critical
To manage the City's investment portfolio in accordance with CMC and the Investment Policy Statement. Emphasize safety of principal while also earning an an appropriate investment return.	Treasury	Critical
To effectively administer the Business Licensing, Admission Tax & Transient Occupancy Tax programs.	Treasury	Important
To maintain all records related to bonds and notes issued by the City of Cincinnati.	Treasury	Important
Promptly review collection of delinquent accounts in ARS System.	Treasury	Important

Finance Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Accounts & Audits					
*Cash basis Contingency Fund Balance %	Finance Report	Fiscal Year	10%	10%	N/A
% of Stabilization Polices met	Finance Report	Fiscal Year	N/A	100%	N/A
% of Debt Management Policies met	Bond Retirement Report	Fiscal Year	N/A	N/A	N/A
Budgeted Revenue	Finance Report	Fiscal Year	$ 350,377,891	$ 358,265,248	$ 215,660,679
Actual Revenue	Finance Report	Fiscal Year	$ 356,307,544	$ 370,065,449	$ 224,586,270
Budgeted vs. Actual Variance	Finance Report	Fiscal Year	1.69%	3.29%	1.82%
*Balances at year-end less appropriations.					
Income Tax					
Net Revenue Collected	Finance Report	Fiscal Year	$340M	$356M	$177M
Number of referrals to the Law Department	Income Tax Report	Fiscal Year	414	350	192
Accounts Receivables Collections	Income Tax Report	Fiscal Year	$ 2,300,000	$ 1,900,000	$ 1,200,000
Risk Management					
Site Audits and Safety Training Courses, and consultations conducted	Employee Safety Internal Records	Fiscal Year	35	87	47
Track post employment offer physicals performed, work related injury evaluations, sick/acute care visits, Healthy Lifestyles visits to evaluate EHS staffing levels.	EHS OHM Database	Fiscal Year	Est. Baseline	4200	2,907
Purchasing Division					
Percentage of ITBs awarded within 90 days from start of bid process.	CFS and Production Database	Fiscal Year	11.2%	10.43%	17%

Finance Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Percentage of office supply orders delivered within two business days of the purchase.	Procurement Report	Fiscal Year	98%	98.50%	98%
Training all new P-Card users prior to issuance of card	Procurement Report	Fiscal Year	100%	100%	100%
Unique purchasing projects with complete solicitation data online	Open Data	Fiscal Year	Est Baseline	Est Baseline	66
Number of views of purchasing data online	Open Data	Fiscal Year	Est Baseline	Est Baseline	7200
No. online bids	CFS	Fiscal Year	71	33	23
City Training Sessions	CHRIS and internal system	Fiscal Year	Est Baseline	Est Baseline	6
Orders Against MAC MAs that undergo fair opportunity procedures	CFS and internal system	Fiscal Year	Est Baseline	Est Baseline	N/A
Avg. time to complete Purchase Orders (<50,000)	Procurement Report	Fiscal Year	Est. Baseline	216 days	44 days
Avg. time to complete Purchases (>50,000)	Procurement Report	Fiscal Year	Est. Baseline	101 days	76 days
Treasury Division					
Percentage of payroll checks issued on established pay dates.	Treasury Report	Fiscal Year	100%	100%	100%
Percentage of debt service payments remitted on time.	Treasury Report	Fiscal Year	100%	100%	100%
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	Treasury Report	Fiscal Year	Est. Baseline	1.17	1.15
Percentage of all payments made electronically.	Treasury Report	Fiscal Year	35%	30%	30%

Finance Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Percentage of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Treasury Report	Fiscal Year	Est. Baseline	85%	67%
Percentage of license applications mailed 30 days prior to license expiration.	Treasury Report	Fiscal Year	90%	95%	95%
Weighted Yield on Investment Portfolio	Treasury Report	Fiscal Year	Est. Baseline	1.17	1.15
Business Licenses Issued with revenue generated	Treasury Report	Fiscal Year	1,996	2,051	1,392
Revenue Generated from Licenses	Treasury Report	Fiscal Year	$ 369,017	$ 380,468	$ 248,405
Delinquent Accounts Processed	Treasury Report	Fiscal Year	7,597	8,359	4,278

Fire Department Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To remain progressive in providing quality products and services to the Fire Department while adhering to sound budgetary practices.	Administration	Important
To anticipate, prepare for and prevent future emergency events.	Executive Staff	Critical
To increase alternate funding sources for the Fire Department, allowing the department to do more without an increased reliance on the General Fund.	Executive Staff	Important
To follow financial practices that support long-term goals and commit the Fire Department to fiscal responsibility.	Finance	Important
Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.	Fire Prevention	Critical
Maintain a low employee injury rate.	HR	Critical
To build individual capacity, increase professionalism, and enhance personal skill sets by employing leadership development and team building.	HR	Important
To minimize the loss of life and property due to emergency events.	Operations	Critical
Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by arriving at the scene of service request quickly.	Operations	Critical
Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by quickly responding at the scene of service.	Operations	Critical
Maintain an effective level of emergency medical service to the citizens of Cincinnati by arriving at the scene of the service request quickly.	Operations	Critical
Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.	Operations	Critical

Fiscal Year Meaures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Personnel					
Total Sworn Strength	Spreadsheet	Fiscal Year	789	812	825
Total Suppression	Spreadsheet	Fiscal Year	741	764	777
FF on Kelly Day Leave (daily average)	Spreadsheet	Fiscal Year	30	33	33
Average number of FF on LTD (daily average)	Spreadsheet	Fiscal Year	Est. Baseline	Est. Baseline	6.87
FF on pre-scheduled leave (daily average)	Spreadsheet	Fiscal Year	46	48	48
FF on additional leave (daily average)	Spreadsheet	Fiscal Year	6.5	6	6
FF available (daily average)	Spreadsheet	Fiscal Year	193	193	193
FF called for OT (daily average)	Spreadsheet	Fiscal Year	Est. Baseline	Est. Baseline	6.01
Overtime Dollars Spent		Fiscal Year	s	3,165,141	2,021,294
EMS Billing & Collections					
Responses that resulted in EMS Billing	McKesson	Fiscal Year	29,802	30,371	16,109
# of bills collected	McKesson	Fiscal Year			12,923
Amount billed per run (avg)	McKesson	Fiscal Year	$ 1,449	$ 1,476	$ 1,465
EMS revenue collected	McKesson	Fiscal Year	$ 7,553,632	$ 7,995,325	$ 4,140,584
EMS revenue outstanding	McKesson	Fiscal Year			9,121,546
EMS collection rate	McKesson	Fiscal Year	18%	18%	18%
Number of financial aid awards (EMS)	CFD	Fiscal Year	N/A	N/A	0
$$: financial aid awards (EMS)	CFD	Fiscal Year	N/A	N/A	0
% of EMS claims adjudicated within 90 days	McKesson	Fiscal Year	Est. Baseline	Est. Baseline	Est. Baseline
Capital Replacement					
PPE Replaced		Fiscal Year	N/A	N/A	
PPE (Inventory)		Fiscal Year	N/A	N/A	
Number of Engines out of lifecycle	Fleet Anywhere	Fiscal Year	0	0	21
Number of Engines replaced	Fleet Anywhere	Fiscal Year	N/A	N/A	0
Number of Ladders out of lifecycle	Fleet Anywhere		0	0	11
Number of Ladders replaced	Fleet Anywhere	Fiscal Year	N/A	N/A	0
Number of Medic Vehicles out of lifecycle	Fleet Anywhere	Fiscal Year	0	0	12
Number of Medics Vehicles replaced	Fleet Anywhere	Fiscal Year	N/A	N/A	0
Number of Heavy Rescule vehicles out of lifecycle	Fleet Anywhere	Fiscal Year	0	0	3
Number of Heavy Rescue vehicles replaced	Fleet Anywhere	Fiscal Year	N/A	N/A	0
Calendar Year	**Data Source**	**Reporting Year**	**CY14 Actual**	**CY15 Actual**	**CY16**
Equipment and Fleet					
Engines	Fleet Anywhere	Calendar Year	32	32	
Truck Companies	Fleet Anywhere	Calendar Year	18	18	
Medic Units	Fleet Anywhere	Calendar Year	20	20	
Other	Fleet Anywhere	Calendar Year	55	55	
Permits & Inspections					
Total CFD Inspections	CAGIS- Fire Inspection M	Calendar Year	78,264	105,100	
Total Permit Applications Received	CAGIS	Calendar Year		2625	
Total Permits Issued	CAGIS	Calendar Year	2565	1910	
Average days to process, inspect and issue permit	CAGIS	Calendar Year	42.87	63	
Exempt Permits Processed	CAGIS	Calendar Year	569	606	
Average days to process and issue exempt permit	CAGIS	Calendar Year	0.64	15	
Internal Investigations					

Fiscal Year Meaures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Closed investigations	IIU Files		19	15	
New Investigations	IIU Files	Calendar Year	20	26	
Departmental Hearings	IIU Files	Calendar Year	3	11	
Fire Prevention					
Civilian Deaths	Fire Investigation Unit	Calendar Year	2	5	
Civilian Injuries	NFIRS Reporting System	Calendar Year	29	18	
Risk Management					
Vehicle Accidents in Period	CFD accident reports	Calendar Year	94	88	
Preventable Accidents	CFD accident reports	Calendar Year	60	52	
Not-Preventable Accidents	CFD accident reports	Calendar Year	34	23	
Total Department Injuries	CFD FF injury reports	Calendar Year	89	108	
Response Activity					
Total Dispatched Incidents	CAD	Calendar Year	68,064	71,451	
Info/Service Calls	CAD	Calendar Year	348	353	
ALS Runs	CAD	Calendar Year	32,018	32,716	
BLS Runs	CAD	Calendar Year	24,321	26,466	
Total EMS runs (ALS + BLS)	CAD	Calendar Year	56,339	59,182	
Fire Runs (non-structure)	CAD	Calendar Year	6,106	6,172	
Structure Fire Runs	CAD	Calendar Year	1,497	1,492	
Other Runs	CAD	Calendar Year	4,122	4,605	
Runs per day (average)	CAD	Calendar Year	186.5	213.9	
% of runs EMS	CAD	Calendar Year	82.8%	82.8%	
% of runs Fire/non-EMS	CAD	Calendar Year	11.2%	17.2%	
Engines Deployed: EMS Run	CAD	Calendar Year	55,053	60,145	
Trucks Deployed: EMS Run	CAD	Calendar Year	8,277	6,846	
Medic Units Deployed: EMS Run	CAD	Calendar Year	48,993	51,509	
Engines Deployed: Fire/non-EMS Run	CAD	Calendar Year	13,485	15,168	
Trucks Deployed: Fire/non-EMS Run	CAD	Calendar Year	13,324	13,347	
Medic Units Deployed: Fire/ non-EMS Run	CAD	Calendar Year	2,744	2,759	
Response Times					
Average time from call to dispatch	CAD	Calendar Year	0:03:01	2:58	
ALL EMS RUNS: Average Time from Dispatch to On Scene(First Unit On Scene)	CAD	Calendar Year	0:04:40	4:49	
ALL FIRE: average Time from Dispatch to On Scene (First Unit On Scene)	CAD	Calendar Year	0:03:49	3:40	
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	CAD	Calendar Year	12.9%	15.8%	
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	CAD	Calendar Year	80.4%	81.0%	
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	CAD	Calendar Year	62.4%	64.2%	
Actual 90th Percentile response time - First EMS transport unit arrives	CAD	Calendar Year	0:11:44	11:34	
Emergency Communications Center					
Filled Fire Dispatcher Positions	CHRIS	Calendar Year	New Measure	New Measure	
Filled: Fire ECC Supervisor Positions	CHRIS	Calendar Year	New Measure	New Measure	

Human Resources Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Enhance customer satisfaction across the City's structure by establishing a common understanding of customer service through a focused workforce development strategy.	Administration	Critical
Increase awareness of the dangerous facing organizations into today's environment by ensuring that the City's workforce understands the basic active shooter concepts of ***Run, Hide, and Fight*** .	Administration	Critical
Design and implement the community engagement training initiative as directed by Council.	Administration	Critical
Positions are filled within 120 days from personnel requisition approval date.	Workforce Management	Critical
Classified positions are posted within 15 days of the approved personnel requisitions.	Workforce Management	Critical
Expiring eligible lists will have replacement list prior to the expiration date.	Workforce Management	Critical
Performance evaluation hiring goals are established and directed for each of the HR field agencies.	Administration	Critical
Employees with CHRIS access receive on-line payroll advices.	Shared Services	Critical
New hires are on direct deposit or payroll debit cards upon hire.	Shared Services	Critical
Full implementation of the CHRIS upgrade in partnership with ETS.	Shared Services	Critical
Implement a successful negotiation strategy that is aligned with the direction and initiatives of the City.	Employee Services	Critical
Reduce the CHRIS Data Entry errors.	Shared Services	Critical

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Citywide Positions Profile					
Total Approved Budgeted Positions	CFS and CHRIS	Fiscal Year		**661**	
Total Number of Employees	CHRIS	Fiscal Year		**4951**	
Number of Employee Classification Groups	CHRIS	Fiscal Year			
Number of Bargaining Units	CHRIS	Fiscal Year		**7**	
Vacancies & Hiring					
Avg. Number of Total Vacancies at the end of each month	NEOGOV	Fiscal Year		**15%**	
Number of approved personnel requisitions at the end of each month	NEOGOV	Fiscal Year		**55**	
Number of vacant positions filled at the end of each month	NEOGOV	Fiscal Year		**47.33**	
Number of positions filled within 120 days from date of approved personnel requisitions	NEOGOV	Fiscal Year		**72%**	
Number of HR Liaisons trained on new model	CHRIS	Fiscal Year		**100%**	
Number of HR Liaisons rated as meeting the target of 120 days	CHRIS	Fiscal Year			New Measure
Hiring List					
Number of Hiring Lists	N EOGOV and BoardDocs	Fiscal Year			New Measure
Number of Hiring Lists that expired in the period		Fiscal Year			New Measure

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Number of consecutive eligible list created prior to its expiration date	NEOGOV and BoardDocs	Fiscal Year			New Measure
Position Postings					
Number of positions posted within 15 days of the approved personnel requisition	NEOGOV	Fiscal Year			New Measure
Temporary Personnel					
Number of temporary personnel used in 30 day increments	CHRIS	Fiscal Year			New Measure
Number of employees working out of class in 30 day increments	CHRIS	Fiscal Year			New Measure
Number of temporary promoted employees used in 30 day increments	CHRIS	Fiscal Year			New Measure
Staffing by Department					
Police					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**138**	
Total Number of Employees	CHRIS	Fiscal Year		**1189**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions	NEOGOV and CHRIS	Fiscal Year		**33%**	
Fire					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**14**	

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Total Number of Employees	CHRIS	Fiscal Year		**848**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions	NEOGOV and CHRIS	Fiscal Year		**79%**	
Public Services					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**43**	
Total Number of Employees	CHRIS	Fiscal Year		**394**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions	NEOGOV and CHRIS	Fiscal Year		**65%**	
Transportation					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**15**	
Total Number of Employees	CHRIS	Fiscal Year		**149**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**73%**	
Water					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**110**	
Total Number of Employees	CHRIS	Fiscal Year		**527**	

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**63%**	
MSD					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**126**	
Total Number of Employees	CHRIS	Fiscal Year		**555**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**83%**	
Buildings & Inspections					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**16**	
Total Number of Employees	CHRIS	Fiscal Year		**64**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**88%**	
Community and Economic Dev					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**20**	
Total Number of Employees	CHRIS	Fiscal Year		**149**	

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**75%**	
Recreation					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**18**	
Total Number of Employees	CHRIS	Fiscal Year		**153**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**83%**	
Health					
Total Approved Budgeted Positions	CHRIS	Fiscal Year		**81**	
Total Number of Employees	CHRIS	Fiscal Year		**419**	
Avg. Number of Vacancies at the end of each month	NEOGOV and CHRIS	Fiscal Year			New Measure
Number of positions filled within 120 days from date of approved personnel requisitions		Fiscal Year		**70%**	
Training					
Number of Active Shooter Trainings Held	CHRIS	Fiscal Year			New Measure
Number of Employees Trained on Active Shooter	CHRIS	Fiscal Year			New Measure

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Number of Employees Trained on Customer Service	CHRIS	Fiscal Year			New Measure
Number of New Hires Trained on Customer Service within 90 Days from Date of Hire	CHRIS	Fiscal Year			New Measure
Number of Employees Receiving a "meets expectation" in the target goal area of customer service.	CHRIS	Fiscal Year			New Measure
Cincinnati Human Resources Information System (CHRIS) Activity					
Percent of CHRIS upgrade complete	CHRIS	Fiscal Year			New Measure
Number of Employees trained to access on-line payroll advices	CHRIS	Fiscal Year			New Measure
Number of Employees receiving on-line payroll advices	CHRIS	Fiscal Year		**96**	
Number of New Hires on Direct Deposit/Payroll Debit Cards	CHRIS	Fiscal Year			New Measure
Cincinnati Human Resources Information System (CHRIS) Error Rate					
Total Number of CHRIS Transactional Users	CHRIS	Fiscal Year		**175**	
Number of CHRIS Entries per month	CHRIS	Fiscal Year			New Measure
Number of CHRIS Errors at the end of each month	CHRIS	Fiscal Year		**49.16**	

Human Resources Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Cost Associated with CHRIS Errors at the end of each month if not corrected	CHRIS	Fiscal Year			New Measure

Health Commission Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Assessment		
1. Monitor Health Status to identify and solve community Health problems	Department	Critical
2. Diagnose and investigate health problems and health hazards in the community	Department	Innovative
3. Inform,educate, and empower people about health issues	Department	Critical
Policy Development		
4. Mobilize community partnerships and act to identify and solve health problems	Department	Critical
5.Develop policies and plans that support individual and community health efforts	Department	Innovative
6. Enforce laws and regulations that protect health and ensure safety	Department	Critical
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable	Department	Critical
Assurance		
8. Assure competent public and personal health care workforce	Department	Critical
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services	Department	Innovative
10. Research for new insights and innovative solutions to health programs	Department	Innovative

Measure	Data Source	Reporting Year	FY15 Total	FY16 through 12/31
Percentage of referrals resolved or in process.	The School Nursing program tracks this stat on a school year basis	School Year	92%	60%
Percentage of children receiving the recommended immunizations.	The School Nursing program tracks this stat on a school year basis	School Year	92%	89%
WIC Program Measures				
# of eligible participants enrolled in WIC	Established by ODH with annual grant award	Grant year		17,599
# of prental participants signed up on WIC by 15 weeks gestation	Established by ODH with annual grant award	Grant year		31.30%
# of prental participants screened using the Alcohol Screening Brief Intervention tool	Established by ODH with annual grant award	Grant year		86.80%
# of infants that initiate breast feeding	Established by ODH with annual grant award	Grant year		60.70%
Other Services				
Percentage of students with asthma in Cincinnati Public Schools (CPS) who are well-controlled based on an Asthma Control Test (ACT) in past 365 days.		School Year	81%	82%
Percentage of Students in CPS who are up to date with Required Immunizations for School		School Year	NA	
Percentage of Students in CPS with Identified Dental Issues Who Receive Needed care		School Year	71%	64%
Percentage of Students in CPS with Failed Vision Screen who Receive Corrective Lens		School Year	68%	66%
Percentage of Students at a CHD SBHC School in CPS who have a Comprehensive Annual Visit in a one year period . Ohio measure is 30% for Medicaid.		School Year	30%	20%
Measure	**Data Source**	**Reporting Year**	**CY14 Actual**	**CY15 Actual**
number of *First Steps Program* home visits	Community Nursing Data base	Calendar Year	604	505
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the good or excellent level on the Patient Satisfaction Survey.	Customer service survey	Annually		97.40%
Health Centers				

Total # of Patients	Annual UDS Report for health centers.	Calendar Year	31,987	39,066
Total # of Visits	Annual UDS Report for health centers.	Calendar Year	94,838	114,778
Infant Vitality				
Total Cincinnati Infant Deaths	See above	Calendar Year	52	48
Cincinnati Infant Mortality Rate	ODH Warehouse	Calendar Year	8.20	7.90
Total CHD obstretics services patients	CHD UH Delivery Reports	Calendar Year	439	
CHD infant deaths	CHD UH Delivery Reports	Calendar Year	2	
CHD Infant Mortality Rate	CHD UH Delivery Reports	Calendar Year	4.50	
CHD Preterm births	CHD UH Delivery Reports		48	
CHD preterm birthrate	CHD UH Delivery Reports	Calendar Year	10.90%	
Lead Screenings				
Percentage increase in blood lead level screenings.	Ohio Department of Health tracked on calendar year	Calendar Year		
Clients Given lead counsleing		Calendar Year	169	167
Clients with lead risk assessments		Calendar Year	66	55
Cost Recovery				
Environmental Inspections				
Total Inspections		Calendar Year		
Food Facilities		Calendar Year	5,964	5,730
Swimming Pools		Calendar Year	551	606
Waste & Other		Calendar Year	31	52
Public Requests				
Nuisance Complaints		Calendar Year	2,764	2,568
Swimming Pool Complaints		Calendar Year	135	205
Bed Bug Complaints		Calendar Year	132	104
Health Center Outcome Measures				
DM A1c < 9	Annual UDS Report for health centers. Calendar Year	Calendar Year	71.60%	72.44%
HTN BP < 140/90	Annual UDS Report for health centers. Calendar Year	Calendar Year	68.16%	69.01%
Pap Smear 24-64	Annual UDS Report for health centers. Calendar Year	Calendar Year	67.99%	65.79%
Prenatal First Trim	Annual UDS Report for health centers. Calendar Year	Calendar Year	72.08%	65.63%
Childhood Immunization	Annual UDS Report for health centers. Calendar Year	Calendar Year	95.96%	80.35%
Depression Screen*	Annual UDS Report for health centers. Calendar Year	Calendar Year	84.29%	85.29%

Wt. Assess Child	Annual UDS Report for health centers. Calendar Year	Calendar Year	60.00%	51.43%
Wt. Assess Adult	Annual UDS Report for health centers. Calendar Year	Calendar Year	58.57%	28.57%
Tobacco Assess*	Annual UDS Report for health centers. Calendar Year	Calendar Year	93.21%	92.17%
Asthma: Controller	Annual UDS Report for health centers. Calendar Year	Calendar Year	95.62%	95.89%
CAD: Lipid Therapy	Annual UDS Report for health centers. Calendar Year	Calendar Year	84.29%	85.29%
IVD: ASA Therapy	Annual UDS Report for health centers. Calendar Year	Calendar Year	86.75%	86.72%
Colo-Rectal Screen	Annual UDS Report for health centers. Calendar Year	Calendar Year	54.28%	52.86%

Law Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Focus on neighborhood development with a cross functional, inter-departmental approach combining code enforcement, blight abatement, public nuisance actions, crime and police data and strategies, and community and economic development initiatives.	Litigation - Quality of Life division	Innovative
Increase affirmative litigation targeted toward blight and nuisance abatement.	Litigation - Quality of Life division	Important
Increase affirmative litigation focused on collections activities.	Litigation - Quality of Life division	Important
Collaborate with other municipalities to develop innovative solutions to neighborhood redevelopment.	Litigation - Quality of Life division	Important
Effectively represent and defend all City officials and departments that are the subject of civil litigation.	Litigation	Critical
Establish an electronic database for catalog of public records requests sent to the Law Department and any responses that are provided, in order to assist in future litigation matters.	General Counsel	Important
Conduct an annual training session for City officials and employees on public records and state ethics laws.	General Counsel	Important
Provide timely legal advice, opinions, and legislation to all City officials and departments.	General Counsel	Critical
Prosecute all blight and quality of life criminal matters in municipal court.	City Prosecutor's division	Critical
Assist the Department of Community and Economic Development with developing streamlined procedures for all deal phases.	Economic Development	Critical
Assist City departments in the development of financing structures that facilitate achievement of City policy objectives	Economic Development	Innovative
For appeals to the Zoning Board of Appeals, Board of Housing Appeals, Board of Building Appeals, and Historic Conservation Board, promptly schedule hearings and provide decisions within a timely manner.	Land Use	Important
For criminal misdemeanor prosecutions, evaluate and analyze the investigative materials related to all charges in order to ensure that only those charges that have sufficient proof proceed to trial.	City Prosecutor's division	Innovative

Goal/Objective	Assigned Section	Priority Level
Represent all City departments on charges filed before the Equal Employment Opportunity Commission and the Ohio Civil Rights Commission.	Litigation - employment division	Critical
Maintain inventory of all City owned property.	Economic Development	Important
Provide real estate support services for City departments.	Economic Development	Important

Law Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Litigation					
Total # of Cases Opened	Access Database - Case Summary	Calendar Year	102	105	
Total # of Cases Opened as Defendant	Access Database - Case Summary	Calendar Year	49	81	
Total # of Cases Opened as Plaintiff	Access Database - Case Summary	Calendar Year	53	20	
Total # of Cases Closed	Access Database - Case Summary	Calendar Year	110	57	
Total # of Appeals	Access Database - Case Summary	Calendar Year	1	2	
Total # of Employment Cases Opened	Access Database - Case Summary	Calendar Year	71	20	
Total # of Employment Cases Closed	Access Database - Case Summary	Calendar Year	149	3	
Subrogation Amounts Collected by Law (on behalf of City)	Gus Giglio files; Cash Receipt Schedules	Calendar Year	Est. Baseline	$ 86,398	
Total $ Amount Paid out of Judgment fund	CFS Reports	Calendar Year	Est. Baseline	Est. Baseline	
E-Prosecution			**CY14 Actual**	**CY15 Actual**	
Courtrooms upgraded	Natalia Harris	Calendar Year	0	0	
Prosecutors Trained	Natalia Harris	Calendar Year	0	0	
Total number of gun prosecutions by SAUSAs	Natalia Harris	Calendar Year	0	0	

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Office of Administrative Hearings					
Total # of Cases	Access Database - OAH	Fiscal Year	6013	6869	4586
Total # of Hearings	Access Database - OAH	Fiscal Year	1058	1070	795
Avg. # of Days Between Hearing Request and Hearing	Access Database - OAH	Fiscal Year	12	12	10
Avg. Days Between Hearing and Decision	Access Database - OAH	Fiscal Year	10	10	8

Law Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Total Decisions Appealed	Access Database - OAH	Fiscal Year	2	2	1
$ Amount of Fines Processed Through OAH (including unpaid fines referred to Collections)	Access Database - OAH	Fiscal Year	$2,042,275	$3,279,962	$3,286,350
$ Amount of Fines Collected through OAH	Access Database - OAH	Fiscal Year	$ 906,902	$ 1,162,400	$ 731,581
General Counsel			**FY14 Total**	**FY15 Total**	**FY16 through 12/31**
Ordinances Passed (includes GC and TD ordinances)	SJ/RH's notes at Council meetings; Council Online; Clerk's office	Fiscal Year	417	403	161
Resolutions Passed (includes GC and TD resolutions)	SJ/RH's notes at Council meetings; Council Online; Clerk's office	Fiscal Year	67	66	8
Public Records Requests Assigned to Law for Completion (excludes assistance provided to Depts. with Requests)	Access Database - RLS Assignment database; emails	Fiscal Year	180	113	102
Finalized Contracts Drafted by Law (excludes unfinalized draft provisions)	Access Database - RLS Assignment database; emails	Fiscal Year	563	592	206
Finalized Opinions Drafted (excludes informal opinions)	Access Database - RLS Assignment database; emails	Fiscal Year	10	24	16
Finalized Ordinances Drafted	ccess Database - RLS Assignment database; ema	Fiscal Year	435	474	134
Finalized Resolutions Drafted	ccess Database - RLS Assignment database; ema	Fiscal Year	73	61	12
Other Reports	ccess Database - RLS Assignment database; ema	Fiscal Year	11	22	8
Informal Opinions	ccess Database - RLS Assignment database; ema	Fiscal Year	68	57	67
Memos	ccess Database - RLS Assignment database; ema	Fiscal Year	8	32	14

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Economic & Community Development			**FY14 Total**	**FY15 Total**	**FY16 through 12/31**
Property Sale Agreements Executed	Luke Blocher	Fiscal Year	Est. Baseline	30	9
Community Reinvestment Area Property Tax Abatement Agreements Executed	Luke Blocher	Fiscal Year	Est. Baseline	58	18
Job Creation Tax Credit Agreements Executed	Luke Blocher	Fiscal Year	Est. Baseline	9	4
Property Investment Reimbursement Agreements Executed	Luke Blocher	Fiscal Year	Est. Baseline	5	1
Tax Increment Financing (TIF) Ordinances Passed	Luke Blocher	Fiscal Year	Est. Baseline		3
Mortgages Released	Luke Blocher	Fiscal Year	Est. Baseline	160	49
ADDI Down Payment Assistance Agreements Executed	Luke Blocher	Fiscal Year	Est. Baseline	86	26
Ordinances	Luke Blocher	Fiscal Year	Est. Baseline	Est. Baseline	46
Funding Agreements	Luke Blocher	Fiscal Year	Est. Baseline	Est. Baseline	89
Zoning Hearing Examiner			**FY14 Total**	**FY15 Total**	**FY16 through 12/31**
Total # of Applications Processed	Spreadsheet	Fiscal Year	Est. Baseline	130	120
Avg. Days Between Application Filed and Hearing	Spreadsheet	Fiscal Year	Est. Baseline	31	50
Avg. Days Between Hearing and Decision	Spreadsheet	Fiscal Year	Est. Baseline	14	12
Avg. Days Between Application Filed and Decision	Spreadsheet	Fiscal Year	Est. Baseline	51	61
Total Decisions Appealed	Spreadsheet	Fiscal Year	Est. Baseline	7	1

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Real Estate Services			**FY14 Total**	**FY15 Total**	**FY16 through 12/31**
Title exams	Access Database - Acquisitions	Fiscal Year	165	81	16
Closings for Sale of Property	Access Database - Property	Fiscal Year	Est. Baseline	15	10
Closings for Purchase of Property (Acquisition-related only, excludes appraisals related to selling or leasing City-owned property)	Access Database - Acquisitions	Fiscal Year	68	51	4
Appraisals (Acquisition-related only, excludes appraisals related to selling or leasing City-owned property)	Access Database - Acquisitions & Property	Fiscal Year	105	31	26
Revocable Street Privileges executed	Access Database - Property	Fiscal Year	Est. Baseline	44	62
Rights of Entry executed	Access Database - Property	Fiscal Year	Est. Baseline	20	20
Inter-departmental MOU's executed	Access Database - Property	Fiscal Year	Est. Baseline	6	1
Leases/Rental Agreements	Access Database - Property	Fiscal Year	Est. Baseline	37	20
Estoppel Certificates	Tom Klumb	Fiscal Year	Est. Baseline	9	0
Recording requests	Binder/ Spreadsheet	Fiscal Year	Est. Baseline	326	143
Instruments recorded (includes deeds, easements, covenants, judgment entries, mortgages, release of mortgages & covenants, affidavits, plats)	Binder/ Spreadsheet	Fiscal Year	Est. Baseline	326	143
Appropriations of Real Property (# of parcels, not # of complaints)	Access Database - Case Summary	Fiscal Year	23	7	0

Law Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16
Resolutions of Intent to Appropriate Real Property passed	Access Database - Acquisitions	Fiscal Year	Est. Baseline	0	0
Ordinances to Appropriate Real Property passed	Access Database - Acquisitions	Fiscal Year	Est. Baseline	1	0
Sale and Vacation of Right of Way	Access Database - Property	Fiscal Year	Est. Baseline	43	10
Dedication and Acceptance of Right of Way	Access Database - Property	Fiscal Year	Est. Baseline	6	1
Collections			**FY14 Total**	**FY15 Total**	**FY16 through 12/31**
Total # of Referrals	Access Database - Collections	Fiscal Year	5361	7900	4363
Total Cases in Litigation	Access Database - Collections	Fiscal Year	1121	609	621
Total Amount Collected	Access Database - Collections	Fiscal Year	$ 1,845,000	$ 2,054,000	$ 1,210,000
% of Debt Collected within 30 of referral to Collections	Access Database - Collections	Fiscal Year	6%	9%	8%
% of Debt Collected within 60 days of referral to Collections	Access Database - Collections	Fiscal Year	13%	14%	12%
% of Debt Collected within 90 days of referral to Collections	Access Database - Collections	Fiscal Year	17%	18%	15%

MSDGC Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Provide Financial Stewardship for the Utility	Accounting and Finance	Critical
Stabilize revenue volatility	Accounting and Finance	Critical
Maintain (or upgrade) bond ratings.	Accounting and Finance	Critical
Ensure 95% compliance with the Prompt Pay Ordinance	Accounting and Finance	Important
Maintain the Debt Service coverage in accordance with the Financial Policy	Accounting and Finance	Important
Assist auditing team with the completion of the Annual Financial Audit	Accounting and Finance	Important
Maintain and update the fixed asset registry	Accounting and Finance	Innovative
Ensure compliance with the SBE guidelines	Accounting and Finance	Critical
Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.	Accounting and Finance; Human Resources; Office of the Director, IT	Critical
To inform and educate our external customers about MSD's mission and to foster positive relationships between MSD and the communities we serve.	Governmental and Public Affairs (Community Outreach)	Innovative
Participate in 12 meetings with community organizations such as: Community Groups Public-Private Business and Industry Groups Environmental Interest Groups Civic Groups	Governmental and Public Affairs (Community Outreach)	Critical
Host 10 tours of our facilities and other areas of interest such as: Mill Creek Wastewater Treatment Plant Lick Run Project	Governmental and Public Affairs (Community Outreach)	Innovative
Host informational booths at 5 community events	Governmental and Public Affairs (Community Outreach)	Innovative
Host and/or participate in 4 environmental education events	Governmental and Public Affairs (Community Outreach)	Innovative
Respond to constituent concerns submitted via www.msd.communications within a 48-hour period.	Governmental and Public Affairs (Community Outreach)	Critical
Publish 12 external e-newsletters to stakeholders	Governmental and Public Affairs (Community Outreach)	Critical

MSDGC Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Update the community outreach section of the website to always reflect a 3-month projection of activities	Governmental and Public Affairs (Community Outreach)	Innovative
Host at least one annual stakeholder meeting to provide and update on the State of the Utility	Governmental and Public Affairs (Community Outreach)	Critical
Host 4 Community Advisory Panel (CAP) meetings with stakeholders.	Governmental and Public Affairs (Community Outreach)	Innovative
To improve employee moral and increase understanding of internal and external issues facing the Department	Governmental and Public Affairs (Internal/External Communications)	Innovative
Host 4 "Meet the Director" meetings	Governmental and Public Affairs (Internal/External Communications)	Innovative
Host 24 designated open door sessions to meet with the director one-on-one.	Governmental and Public Affairs (Internal/External Communications)	Critical
Send 25 emails from the Director to the staff to provide updates on important news for employees.	Governmental and Public Affairs (Internal/External Communications)	Innovative
Publish 12 electronic employee newsletters.	Governmental and Public Affairs (Internal/External Communications)	Innovative
Distribute press releases for departmental initiatives as needed.	Governmental and Public Affairs (Internal/External Communications)	Critical
Distribute information as needed on construction related projects such as: Notice of Construction to homeowners Press releases Door hangers if necessary	Governmental and Public Affairs (Internal/External Communications)	Innovative
Perform 52 social media postings.	Governmental and Public Affairs (Internal/External Communications)	Innovative
Redesign the look and regularly update the content of MSD's websites: MSDGC.org ProjectGroundwork. org	Governmental and Public Affairs (Internal/External Communications)	Innovative

MSDGC Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Provide on-time legislation to request approval for: Funding MSDGC's capital construction projects Funding MSDGC's capital planning and design projects De-legislation of capital projects' costs Annual MSDGC capital plan Annual operating budget Revised rate schedule (when necessary) Adoption or amendment of MSDGC Rules and Regulations Other capital and non-capital requests requiring County Commissioner approval	Governmental and Public Affairs (Legislative Services)	Critical
Provide on-time annual legislative confirmation of final assessment of costs for local sewer projects, including: Collection of final assessment of costs Hamilton County Auditor reporting (when principal placed on property tax duplicate and collected by Auditor, with interest and service fee, over 20 years)	Governmental and Public Affairs (Legislative Services)	Critical
Provide database and document management services for the legislative record.	Governmental and Public Affairs (Legislative Services)	Critical
Provide legislative request review and analysis to MSDGC divisions.	Governmental and Public Affairs (Legislative Services)	Critical
HR Strategy: Develop programs, plans, and services designed to ensure that the performance of the employees are aligned with the organization's mission.	Human Resources	Innovative
Develop plan to recruit and retain talented employees.	Human Resources	Innovative
Develop plan to create a diversified organization	Human Resources	Innovative
Provide training opportunities and tools for staff development	Human Resources	Important
Efficient delivery of HR Programs and services	Human Resources	Innovative

Goal/Objective	Assigned Section	Priority Level
Implement Virtual Desktop Infrastructure (VDI)	Information Technology	Innovative
Datacenter Reductions	Information Technology	Innovative
Server and Storage Standardization	Information Technology	Innovative
Explore Hosted Solutions	Information Technology	Innovative
Enhance Remote Access	Information Technology	Innovative
Mobile VDI Implementation	Information Technology	Innovative
Enhance Mobile Security	Information Technology	Innovative
Fill Key Positions	Information Technology	Important
Enhance internal reporting and coordination to provide City Administration and MSD Executive leadership with relevant information in which to better perform its tasks and identify strategies to work more efficiently.	Office of the Deputy Director	Innovative
Enhance internal coordination of external reporting to maintain and ensure transparency of information to ratepayers, County and Regulators through the Enterprise Management Report, Basin/Project reports, Consent Decree Reports, etc.	Office of the Deputy Director	Innovative
Develop and Coordinate the Phase 2A Proposal for review and discussion with City and County on optimum suite of wet weather and asset management projects that meet the requirements of the consent decree along with anticipated plans post-2018.	Office of the Deputy Director	Critical

Goal/Objective	Assigned Section	Priority Level
Develop and Coordinate the Phase 2 Plan for submittal to the Regulators that incorporate an optimum suite of wet weather and asset management projects that meet the requirements of the consent decree and assist in advancing the operational goals of the district. As a part of the Phase 2 Plan, develop Phase 2 Proposal for review and discussion with City and County on optimum suite of wet weather and asset management projects that meet the requirements of the consent decree along with anticipated plans post-2018.	Office of the Deputy Director	Critical
Meet or exceed the regulatory compliance established through their National Pollutant Discharge Elimination System (NPDES) permit.	Regulatory Compliance	Critical
Protect MSD assets through industry surveillance, and provide lab analysis support.	Regulatory Compliance & Safety and Water Quality Mgmt Divisions	Critical
Monitor and regulate industrial and commercial customers	Regulatory Compliance & Safety Division	Critical
Promote a safe work environment for MSD employees by achieving 100 percent participation in the annual Safety Action Plan.	Regulatory Compliance and Safety	Critical
Completion of report with recommendations regarding Surcharge rates, Commercial Strength rates, Hauled Waste tiered rate structure and permitting fees for incorporation into 2017 Rate Study	Regulatory Compliance and Safety (Industrial Waste Section)	Critical

Goal/Objective	Assigned Section	Priority Level
Continually maintain and update user inventory by identifying and reviewing the operations of facilities that were once in our system (revisit), partner with CWW to review high volume water customers for potential industrial users, and perform cluster monitoring to determine if there are areas within the sewer system to identify unregistered users with potential to violate MSD rules and/or discharge high strength wastes.	Regulatory Compliance and Safety (Industrial Waste Section)	Innovative
Begin the process of registering all dental offices within the MSD district area to evaluate the impact of mercury on the sewer system.	Regulatory Compliance and Safety (Industrial Waste Section)	Innovative
Create a schedule of inspections to areas of high probability of grease blockages and work closely with WWC on regular cleaning schedules of our sewers.	Regulatory Compliance and Safety (Industrial Waste Section)	Innovative
Turn around time improvement with quicker validation and availability of data for process control with the development and deployment of the tablet project in the wet chemistry lab	Regulatory Compliance and Safety (Laboratory Section)	Innovative
Develop and implement new Hg sludge method - SW 7471B	Regulatory Compliance and Safety (Laboratory Section)	Innovative
Research for an Ion Chromatography instrumentation for the analysis of Hexavalent Chromium	Regulatory Compliance and Safety (Laboratory Section)	Innovative
Develop EPA 1664 B liquid-liquid oil and grease for Industrial Waste	Regulatory Compliance and Safety (Laboratory Section)	Innovative
Instrumentation Improvement Utilization a. Perform a feasible study to acquire a TOC analyzer b. Perform a feasible study to acquire an ICP MS c. Finalize and fully implement the Process Schedule module	Regulatory Compliance and Safety (Laboratory Section)	Innovative

Goal/Objective	Assigned Section	Priority Level
Improved Efficiencies a. Interface all laboratory equipment via LIMS Link b. Interface EDD program to electronically enter Control Lab data into LIMS c. Finalize and implement the new laboratory date report d. Set up and implement Chemical Inventory Module in the lab e. Finalize and implement the laboratory QC data report f. Bring all TP metals analysis back to Mill Creek Lab	Regulatory Compliance and Safety (Laboratory Section)	Innovative
Evaluate the need for NELAC certification for small labs	Regulatory Compliance and Safety (Mill Creek Satellite - Laboratory Section)	Important
Implement the use of LIMS to all Mill Creek Satellite Laboratories	Regulatory Compliance and Safety (Mill Creek Satellite - Laboratory Section)	Important
Implement Process Scheduler	Regulatory Compliance and Safety (Mill Creek Satellite - Laboratory Section)	Innovative
Consent Decree - Assist OOD with management of consent decree reporting.	Regulatory Compliance and Safety (Regulatory Compliance Section)	Important
Coordination of regulatory compliance associate with Clean Water Act, Air permits and associated NPDES permit requirements utilizing EMAN software.	Regulatory Compliance and Safety (Regulatory Compliance Section)	Critical
Assist divisions (WWT) with tracking permit requirements.	Regulatory Compliance and Safety (Regulatory Compliance Section)	Critical
Monitor and track proposed State and Federal Regulations and comments as it relates to MSD operations. I.e., Dental rules and Incinerator rules.	Regulatory Compliance and Safety (Regulatory Compliance Section)	Critical
Use of peracetic acid (PAA) as chlorine replacement to disinfect wastewater effluent	Regulatory Compliance and Safety (Research & Development Section - Pilot Projects)	Innovative

Goal/Objective	Assigned Section	Priority Level
Use of peracetic acid (PAA) in combination with UV disinfection	Regulatory Compliance and Safety (Research & Development Section - Pilot Projects)	Innovative
Nutrient removal using the extreme cold hardy algae from Antarctica	Regulatory Compliance and Safety (Research & Development Section - Pilot Projects)	Innovative
Solids' management with biodegradable polymers	Regulatory Compliance and Safety (Research & Development Section - Pilot Projects)	Important
Prevent and Reduce Injuries/Accidents/Near Misses	Regulatory Compliance and Safety (Safety Section)	Important
Continue to review and enhance written programs, along with recent facility audits to address areas of concern. Continuing to abate the hazards associated with each mandate will be a priority for the safety team.	Regulatory Compliance and Safety (Safety Section)	Important
Complete comprehensive safety training program that targets job specific safety issues including a training matrix by job classification.	Regulatory Compliance and Safety (Safety Section)	Innovative
Take a more proactive role in safety oversight on construction projects by reviewing and approving site safety plans before work begins to ensure contractors are complying by being involved in the approval process in design, preconstruction and construction.	Regulatory Compliance and Safety (Safety Section)	Important
Continue Facility & jobsite audits through scheduled reoccurring audits for all MSD facilities.	Regulatory Compliance and Safety (Safety Section)	Important

Goal/Objective	Assigned Section	Priority Level
Responding to safety issues and concerns via a new email group called SafetyMatters to ensure that employee safety related issues, concerns, and /or questions are received. Continue with a regular safety awareness electronic newsletter to get the safety message out.	Regulatory Compliance and Safety (Safety Section)	Innovative
Coordinate Healthy Lifestyle events.	Regulatory Compliance and Safety (Safety Section)	Innovative
Enhancements and development of MSD security program to align with current organizational and cultural needs and benchmark against other utilities.	Regulatory Compliance and Safety (Security Program)	Critical
Respond with Sewer Backup Response service in compliance with the Consent Decree to minimize sewerage outflow into basements.	Sewer Backup Response	Critical
Comply with Consent Decree requirements for response and assistance to Sewer Backup (SBU) customers.	Sewer Backup Response	Critical
To provide efficient, cost-effective leadership and management of the Stormwater Management Utility (SMU).	SMU Admin and Finance	Critical
Ensure the accuracy of all Stormwater Management Utility billing accounts.	SMU Admin and Finance	Critical
Provide Reliable sustainable infrastructure and high quality, cost effective utility services for collection and treatment of wastewater and storm water	SMU and Wastewater Treatment	Critical
To assess stormwater infrastructure to address life safety issues, flooding, and infrastructure protection.	SMU Engineering	Critical
Incorporate sustainable infrastructure into drainage projects where feasible.	SMU Engineering	Critical
To clean and maintain public stormwater related infrastructure.	SMU Operations and Maintenance	Critical
Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.	SMU Operations and Maintenance	Critical

MSDGC Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Establish a Small Business Enterprise (SBE) outreach program through collaboration with MSD	Strategic Planning	Critical
Minimize preventable reportable overflows of non-CSO main public sewer	Wastewater Collection	Important
Minimize preventable sewer backups caused by main public sewers.	Wastewater Collection	Critical
Minimize preventable dry weather combined sewer overflow (CSO) bypasses	Wastewater Collection	Critical
Minimize preventable ground surface failures caused by main public sewers	Wastewater Collection	Critical
Minimize ground surface failures caused by building sewers within the public right-of-way	Wastewater Collection	Critical
Provide courteous and respectful customer service at all times	Wastewater Collection	Critical
Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.	Wastewater Engineering	Critical
Comply with approved and established capital project and program scopes, schedules, and budgets.	Wastewater Engineering	Critical
Fill Staff Supplement Positions	Wastewater Engineering (Administration/Document Control)	Critical
Implement LMCPR CMA Contract	Wastewater Engineering (Administration/Document Control)	Critical
Meet Consent Decree established compliance dates	Wastewater Engineering (Administration/Document Control)	Critical
Assist with Phase 2 Consent planning	Wastewater Engineering (Administration/Document Control)	Critical
Focus on a Customer Service centric approach to the Division	Wastewater Engineering (Administration/Document Control)	Important
Produce a monthly report which included overtime, mileage, change order rates, and other metrics	Wastewater Engineering (Administration/Document Control)	Innovative

Goal/Objective	Assigned Section	Priority Level
Fill two (2) Senior Engineer vacancies within the section.	Wastewater Engineering (Construction)	Important
Re-establish a reporting structure for subordinates through Supervising Engineers.	Wastewater Engineering (Construction)	Important
Review change orders for completeness with current procedures and BoCC resolutions.	Wastewater Engineering (Construction)	Important
Ensure new employees are triaging on the MPMP	Wastewater Engineering (Construction)	Innovative
Deliver quality capital projects as efficiently as practical; with results that provide value to our stakeholders. Achieve efficiency in our project delivery process by: Collaborating Sharing knowledge Supporting and encouraging success of our co-workers Identifying and removing barriers to success	Wastewater Engineering (Conveyance Project Management)	Important
Demonstrate our competency to all of our stakeholders (internal and external); all of our actions will be characterized by integrity, transparency and cooperativeness.	Wastewater Engineering (Conveyance Project Management)	Important
Fill three (3) Senior Engineer vacancies within the section	Wastewater Engineering (Conveyance Project Management)	Important
The section will put forward at least one substantive lesson learned per each bi-weekly project manager meeting. Document the lesson learned including its implications and impact for our success. Share the lesson learned with Quality Assurance Section for their action or distribution.	Wastewater Engineering (Conveyance Project Management)	Innovative
Respond to stakeholder inquiries within one business day; maintain a log of stakeholder inquiries.	Wastewater Engineering (Conveyance Project Management)	Innovative
Document project progress at key milestones and at substantive change in project scope, schedule or budget.	Wastewater Engineering (Conveyance Project Management)	Innovative

Goal/Objective	Assigned Section	Priority Level
Recognize the cooperation and support provided to our project efforts by actions of our coworkers. The section will put forward at least one statement of appreciation per each bi-weekly project manager meeting. The recognition statement will be submitted to the recognized coworker and to our Chief engineer for his information or action.	Wastewater Engineering (Conveyance Project Management)	Innovative
Evaluate the processes in Development Services for improvement and make recommendations.	Wastewater Engineering (Development Services & Conveyance Planning)	Innovative
Top to bottom staffing and implement changes as necessary.	Wastewater Engineering (Development Services & Conveyance Planning)	Important
Fill three (3) Senior Engineer vacancies within the section.	Wastewater Engineering (Development Services & Conveyance Planning)	Important
Evaluate the need for a Supervising Engineer position in the section and move toward filling it as needed.	Wastewater Engineering (Development Services & Conveyance Planning)	Important
Support the One Stop Permitting processes.	Wastewater Engineering (Development Services & Conveyance Planning)	Important
Review MPMP with new staff to ensure compliance.	Wastewater Engineering (Development Services & Conveyance Planning)	Important
Review MPMP and make recommendations for new procedures and modification of Planning Procedures.	Wastewater Engineering (Development Services & Conveyance Planning)	Innovative
Establish a criticality and consequence of failure evaluation procedure for Treatment asserts in accordance with the WWT System Asset Renewal CIP (10280186) condition.	Wastewater Engineering (Facility Asset Management)	Innovative
Work with Treatment to determine likely candidates for the WWT System Asset Renewal CIP.	Wastewater Engineering (Facility Asset Management)	Innovative
Develop BCE's for the WWT System Asset Renewal CIP.	Wastewater Engineering (Facility Asset Management)	Critical
Work as CIP liaison to Treatment	Wastewater Engineering (Facility Asset Management)	Important

MSDGC Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
As requirements are brought forward by the BoCC, meet need for the Asset Management Project Allowance CIP (10280716). As of the date of this memo we are awaiting guidance from the BoCC.	Wastewater Engineering (Facility Asset Management)	Important
Obtain $60 million in construction legislation for projects in the 2016 CIP.	Wastewater Engineering (Facility Planning and Watershed Management)	Critical
Resolve 90% of the Section's conditional approvals for projects listed in the 2016 CIP.	Wastewater Engineering (Facility Planning and Watershed Management)	Critical
Fill four (4) Senior Engineer vacancies within the Section.	Wastewater Engineering (Facility Planning and Watershed Management)	Important
Three staff to achieve DBIA Certification achieved by three (3) Section members.	Wastewater Engineering (Facility Planning and Watershed Management)	Innovative
Improve relationship with County Monitor.	Wastewater Engineering (Facility Planning and Watershed Management)	Critical
Actively update MPMP procedures in accordance with a priority driven procedure update list and include LEAN driven updates whenever possible.	Wastewater Engineering (QA/QC)	Innovative
Complete assessment of WWT's Work Order Process and provide valuable recommendations to improve the process by the June deadline.	Wastewater Engineering (QA/QC)	Innovative
Help ensure successful risk management implementation by providing up to date effective risk governance document in the MPMP, support risk efforts, and provide risk register reviews.	Wastewater Engineering (QA/QC)	Innovative
Meet with Director to gain feedback/direction for QA efforts to meet his needs.	Wastewater Engineering (QA/QC)	Important
Communicate need for lessons learned to keep ideas for continuous improvement alive.	Wastewater Engineering (QA/QC)	Innovative

Goal/Objective	Assigned Section	Priority Level
Maintain awareness of liabilities to the CIP program by discussing risks.	Wastewater Engineering (QA/QC)	Important
Complete QA Quarterly reports within one month of the end of each quarter.	Wastewater Engineering (QA/QC)	Innovative
Provide timely updates to the CSI construction specifications maintained by QA/QC.	Wastewater Engineering (QA/QC)	Innovative
As opportunity presents itself start discussions to replace MSD's temporary red folder with an efficient electronic process within OnBase.	Wastewater Engineering (QA/QC)	Innovative
Compile a list of County owned property acquired by MSD that is not needed for a project and find a way to dispose of it.	Wastewater Engineering (Right-of-Way)	Innovative
Work to put together a succession plan for Terry Mason who other than Jeannie is the Certified Appraiser.	Wastewater Engineering (Right-of-Way)	Important
Work on succession planning for negotiators.	Wastewater Engineering (Right-of-Way)	Innovative
Goal One: Provide Reliable Infrastructure and Efficient Utility Services for Treatment of Wastewater 1. Ensure 80% completion of preventive maintenance work orders (Planned, Priority 1, 2 and 3) 2. Meet or exceed the regulatory compliance established through their National Pollutant Discharge Elimination System (NPDES) permit. 3. Implement enhancement/remedial strategies identified by the City's Environmental and Sustainability Department and MSD's Safety Division within 60 days of receipt of notice for each plant 4. Continue to work with GCWW to identify strategies to reduce electrical costs. 5. Less than 10 dry weather overflows for pump stations maintained by the pump station group.	Wastewater Treatment	Innovative

Goal/Objective	Assigned Section	Priority Level
Goal Two: Optimize Business Processes through Continuous Improvement Methods: 1. Integrate SCADA work orders into Maximo 2. Integrate the pump station work orders into WWT's centralized planning and scheduling process to enhance monitoring and reporting 3. Transition MSD's storeroom function from Administration to Treatment 4. Create an automatic workflow and notification for WWT's Work Order System 5. Finalize and ensure full implementation of Engineering's support role for WWT 6. Implement work Order enhancement strategies as identified by MSD's Quality Assurance work group	Wastewater Treatment	Innovative
Goal Three: Foster Collaboration, Team work and Accountability amongst Staff 1. Fully implement WWT's new reporting structure 2. Host 6 WWT's Supervisors Management Enhancement sessions	Wastewater Treatment	Important
Maximize Existing Assets During Wet Weather so that the facilities are fully ready to handle rain events, and then to continuously improve their operations through analysis and optimization.	Watershed Operations	Innovative
Reduce Cost of Ownership of Wet Weather Facilities by implementing asset management best practices to ensure the most efficient maintenance of its facilities and aggressively identifying and testing new and cheaper methods to achieve performance goals.	Watershed Operations	Innovative

MSD Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual	CY16 Actual
Financials					
Debt service coverage	MSD Proforma	Calendar Year	1.55	1.65	
Write-offs $ amount	GCWW Billing Sys	Calendar Year	$2511.05 GCWW behind on write-offs	$4.5 million	
Budget submitted by August 15 to the County	CFO	Calendar Year	$230.4 million	$234.1 million	
Interests/investments: operating fund 701	CFS	Calendar Year	$989,095.01	$1.4 million	
Cap. Improv. Prog. expenditures to budget	CFS	Calendar Year	41%	38%	
Budget authorized		Calendar Year	$210.8 million	$216.6 million	
YTD Operating Expenditures	CFS	Calendar Year	$193.2 million	$191.1 million	
Encumbrances	CFS	Calendar Year	$16.3 million	$16.2 million	
Revenue					
Total collected revenue	CFS	Calendar Year	272.5 million	$283.9 million	
Total cash expenditures	CFS	Calendar Year	$204.6 million	$203 million	
Revenue to expenditure ratio	MSD Proforma	Calendar Year	1.320	1.399	
Comparison of actual revenues w/CY forecast	CFS	Calendar Year	1.04%	1.01%	
Non-recurring revenue sources	n/a	Calendar Year	n/a	n/a	
Billing & Collections					
% of the total $ amount of delinquent accounts	GCWW Billing Sys	Calendar Year	0.0009%	1.60%	
Aging accounts receivable 0-30 days	GCWW Billing Sys	Calendar Year	$13.7 million	$14.5 million	
Aging accounts receivable 31-90 days	GCWW Billing Sys	Calendar Year	$ 253,516.33	$1.9 million	
Aging accounts receivable >90 days	GCWW Billing Sys	Calendar Year	$12.7 million	$6 million	
Consent Decree Compliance					
Total # of Consent Decree Milestone Met	Milestone Status Database	Calendar Year	6	9	
# PTI Applications Milestones Met	Primavera Schedule	Calendar Year	2	2	
# Construction Start Milestones Met	Primavera Schedule	Calendar Year	2	1	
# Construction Finish Milestone Met	Primavera Schedule	Calendar Year	2	3	
# projects with critical float to milestone (<185 days)	Primavera Schedule	Calendar Year	11	18	
# projects with zero float to milestone	Primavera Schedule	Calendar Year	6	3	
# projects with forecasted penalties	Primavera Schedule	Calendar Year	6	3	
Customer Service					
Total # of customer calls received	WWE/OOD/WWC	Calendar Year	6,174	6758	
# of calls related to Engineering Projects	WWEngineering Log	Calendar Year	151	167	
# of calls from Odor Hot Line	Operator log	Calendar Year		28	
# of calls from Mayor's Hot Line related to MSD	*OOD Log Dbase down at time of report	Calendar Year	22	*	
# Requests for Service received by the WWC Customer Service Office:	Infoworks	Calendar Year	6,001	6563	
# Work orders generated	Infoworks	Calendar Year	5,858	5,668	
# Work orders completed	Infoworks	Calendar Year	5,858	5,668	
# Preventative Maintenance work orders scheduled for period	Maximo/SOTU	Calendar Year	33,703	27,863	
# PM work orders completed during the period	Maximo/SOTU	Calendar Year	27,122	24,856	

Parks Board Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.	Business Services	Innovative
To provide rock solid customer service, manage park concerts and events, and manage contracts and special permit requests.	Business Services	Critical
Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.	Business Services	Critical
To manage and direct all departmental functions of the City's park system and serve as secretary to the Cincinnati Board of Park Commissioners.	Director's Office	Important
Prepare an annual business plan that establishes performance targets that are reported quarterly.	Director's Office	Critical
To provide a regional destination, which generates $25 million a year to the region.	Director's Office	Important
This target will provide for 100% accountability of all Park Board resources by issuing monthly financial reports and not exceeding the Park Board's authorization as a whole. This management process includes oversight of all financial documents and departmental budgets.	Finance Services	Critical
Sustain and enhance the urban forest in an environmentally appropriate manner by maintaining 1/6 of City trees annually on a six-year cycle.	Operations	Important
This target provides the general maintenance to the greenspace program using staff and contractors to maintain city highway's and gateway's providing litter control, mowing, pruning, planting, and watering according to the Park Board's maintenance	Operations	Important
To manage the City's park system within the resources allocated according to the Park Board's established maintenance schedules and business plan	Operations	Important
To provide for reliable park structures, buildings, and playgrounds that are safe and enjoyable.	Operations	Important
Meet the weekly maintenance schedules for litter collection, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.	Operations	Critical
The target is to provide park maintenance with the resources allotted to meet the weekly maintenance schedules for storm water inlet maintenance and litter and mowing of storm water areas within the park system.	Operations	Important

Parks Board Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To offer a clean, safe, and well-maintained venue for special events and general enjoyment.	Operations	Critical
Sustain high customer satisfaction for the Krohn Conservatory at over 90% rating.	Operations & Krohn	Important
To address capital deferrals/replacement, new park construction, and implementation of the Park Board's Master Plan through the management of capital construction and renovation contracts/projects at multiple Park Board sites.	Planning	Critical
Complete on a yearly basis at least 10 winter maintenance projects, pending our capital budget, construction, renovation, or replacement projects.	Planning	Important
Perform 1,000 maintenance tasks on a yearly basis to Park's infrastructure including buildings, overlooks, playgrounds, sidewalks, and retaining walls.	Planning	Important
Sustain high customer satisfaction for Nature Education Programs at over 90% rating.	Planning & Explore Nature	Critical

Parks Board Perfomance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Percentage of business plan performance targets met annually.	Business Plan	Fiscal Year	98%	97%	50%
Percentage of park maintenance according to weekly maintenance schedules.	Maintenance Schedule	Fiscal Year	100%	98%	50%
Percentage of customers rating facilities good to excellent.	Surveys	Fiscal Year	98%	98%	90%
Percentage of City trees inspected and maintained each year.		Fiscal Year	17%	17%	8.50%
Percentage of construction, renovation, or replacement projects completed.	Projects Completed	Fiscal Year	70%	70%	35%
Percentage of employees receiving at least 10 hours of training each year.	Tracked in-house	Fiscal Year	90%	90%	45%
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	Surveys	Fiscal Year	97%	97%	97%
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	Surveys	Fiscal Year	98%	98%	98%

Parks Board Perfomance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
90% of the 2,700 Preventive Maintenance tasks completed.	Tracked in-house	Fiscal Year	100%	100%	90%
Percentage of applications for reservations processed within 10 days of receipt.	Tracked in-house	Fiscal Year	100%	100%	100%
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Tracked in-house	Fiscal Year	95%	95%	100%
Percentage of reservation and permit application forms issued within 24 hours of request.	Tracked in-house	Fiscal Year	90%	95%	95%
Other Measures					
Krohn Conservatory Visitors	**Electronic eye**	Fiscal Year	over 250,000 annually	over 250,000 annually	over 125,000
Total Volunteers	Tracked in-house	Fiscal Year	3,926	3,314	1,250
Total Volunteer hours	Tracked in-house	Fiscal Year	53,685	43,215	16,350
Preventive Maintenance Tasks Completed	Tracked in-house	Fiscal Year	2,866	2,807	1,450
Reactive maintenance work orders completed	Tracked in-house	Fiscal Year	2,568	2,084	1,000
Explore nature total programs offered	Tracked in-house	Fiscal Year	980	945	400
Explore Nature total Children Served	Tracked in-house	Fiscal Year	29,713	29,455	14,800

Parks Board Perfomance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Explore nature total adults served	Tracked in-house	Fiscal Year	8,528	8,355	4,000
# of Special Use Permits Issued	Tracked in-house	Fiscal Year	181	138	60
# of special use permit attendees	Tracked in-house	Fiscal Year	114,190	86,940	37,800
Picnic Shelter & Garden Area reservations	List of all parks	Fiscal Year	403	448	290
Picnic Shelter & Garden Area visitors	Tracked in-house	Fiscal Year	49,225	53,150	34,055
Premier Facilities reservations	List of all parks	Fiscal Year	178	212	138
Premier facilities guests	Tracked by contractor	Fiscal Year	23,900	30,010	17,293
Private Funds leveraged for parks maintenance	Tracked in house	Fiscal Year	$907,500	$817,500	$622,348
Volunteer funds (hours converted to $) for parks maintenance	Tracked in-house	Fiscal Year	$1,342,125	$1,080,375	$408,750
Parks Assets					
# of Regional Parks			5	5	5
# of Neighborhood Parks	List of all parks	Fiscal Year	68	68	68
# of River Parks	List of all parks	Fiscal Year	7	7	7
Number of Parkways	List of all parks	Fiscal Year	5	5	5
Facilities	List of all park facilities	Fiscal Year	121	121	121

Parks Board Perfomance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Number of Solar Facilities	List of all parks	Fiscal Year	15	15	15
Number of Public Art Pieces	List of all parks	Fiscal Year	46	46	46
Scenic Overlooks	List of all parks	Fiscal Year	21	21	21
Interactive Fountains	List of all parks	Fiscal Year	15	15	15
Disc Golf Courses	List of all parks	Fiscal Year	2	2	2
Number of Street Trees	Tracked in house	Fiscal Year	80,000	80,000	80,000
Miles of Hiking Trails	List of all parks	Fiscal Year	65	65	65
140,000 Park trees	Tracked in house	Fiscal Year	140,000	140,000	140,000
Dog Parks	List of all parks	Fiscal Year	3	3	3

Goal/Objective	Assigned Section	Priority Level
To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.	Planning	Critical
Provide timely disposition of land use casework.	Planning	Critical
Provide timely and comprehensive disposition of long-range planning and special projects.	Planning	Critical
Ensure that all administrative needs of City Planning Division are met in a smooth and efficient manner.	Planning	Important

Planning Performance Data

Calendar Year Measures	Data Source	Calendar	CY14 Actual	CY15 Actual
Zoning				
Zoning Change Applications & Requests Received	Manual	Calendar	7	14
Number of Zone Change Requests Submitted to Planning Commission	Manual	Calendar	7	23
Percentage of zone change requests submitted to City Planning Commission in 60 days and percentage of casework completed in 60 days or less.	Manual	Calendar	Est. Baseline	43.75
Zoning Hearing Examiner applications processed for planning analysis	Manual	Calendar	40	142
Percentage of Land Development Code Complete	Manual	Calendar	40%	50%
Number of IDCs Created	Manual	Calendar	3	4
Number of IDCs Extended	Manual	Calendar	6	6
IDC Reviews	Manual	Calendar	17	16
Planning				
New Planning Studies requested in period	Manual	Calendar	3	4
Planning Studies in progress during period	Manual	Calendar	5	10
Planning Studies completed in period	Manual	Calendar	2	1
Total Planning studies pending	Manual	Calendar	1	4
Percent of Parking Plan Complete	Manual	Calendar	N/A	0%
Percent of University Impace Area Solutions Study Complete	Manual	Calendar	N/A	50%
Environmental Review				
Environmental Reviews Completed	Manual/Computer	Calendar	1683	1810
Average time to complete Environmental reviews	Manual	Calendar	Est. Baseline	7.06
90th percentile completion time	Manual	Calendar	Est. Baseline	11
Other Services				

Planning Performance Data

Calendar Year Measures	Data Source	Calendar	CY14 Actual	CY15 Actual
Number of Deed Stamps	Manual	Calendar	146	134
Number of Subdivision Applications	Manual	Calendar	7	14
Number of New Lots Created	Manual	Calendar	67	45
Data/Mapping Requests	Manual	Calendar	62	97

Goal/Objective	Assigned Section
Department Core Services	
Respond to calls for service, provide the expected level of service and execute all appropriate reports.	Patrol Bureau
Thoroughly investigate and close crime offenses in accordance with Department procedure.	Patrol Bureau Investigations Bureau
Utilize personnel, resources, and information analysis to improve the Patrol function in order to optimize deployment, response time, and traffic safety.	Patrol Bureau
Interaction with all potential stakeholders to maximize the community engagement necessary for sustainability.	Patrol Bureau Investigations Bureau Support Bureau
Enhance Public Communication - Expand department's role in neighborhood meetings.	Patrol Bureau Investigations Bureau Support Bureau
Utilize Problem Solving Strategies and Techniques - Utilize problem solving strategies and techniques to address chronic crime and disorder issues.	Patrol Bureau
Investigative Strategies	
Make Cincinnati safer by utilizing resources and strategies to reduce violent crime and vice, traffic violations and congestion, and to apprehend fugitives.	Patrol Bureau Investigations Bureau
Ensure the Police Department's standards for professionalism and efficiency are maintained or expanded.	Internal Investigations Unit
Make Cincinnati safer by utilizing resources and strategies to prevent and solve crimes through a variety of crime-specific units and specialized techniques.	Special Investigations Section; Community Relations Unit; Operational Support Unit
Reduce Crime - Implement strategies including the formation/continuation of partnerships with emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate the reduction of overall crime and specifically violent crime.	CIRV; Operational Support Unit

Goal/Objective	Assigned Section
Reduce Crime - Implement strategies including the formation /continuation of partnerships with emphasis on place based enforcment. Place networks supporting organized criminal groups to be identified, investigatied and mitigated.	Patrol Bureau Investigations Bureau
Make Cincinnati safer by utilizing resources and strategies to prevent, protect, and recover from critical incidents and natural disasters.	Terrorism Early Warning Group
Utilize new organizational structure, partnerships, and techniques to reduce illegal drug activity.	Patrol Bureau Investigations Bureau
Successful Critical Incident Response - Enhance the department's preparedness and capability for response to emergency incidents, critical incidents, and natural disasters.	Tactical Coordination Unit
Utilize civil penalties, reverse prostitution stings and liquor license enforcement to reduce vice related offenses and increase neighborhood peace and safety.	Investigations Bureau
Establish/continue partnerships to solicit and share information in order to reduce the number of wanted fugitives in the community.	Investigations Bureau
Explore technology (such as NIBIN) which could assist with the detection of criminal offenses	Investigations Bureau
Support Strategies	
Enhance the Emergency Communications Section to achieve operational efficiency through solid hiring, training and retention practices. The operational strategy should seek to balance efficiency, customer service and officer safety concerns. ECS will assist with public safety efforts by incoporating the ability to monitor crime cameras systems as well as any relevant data captured through Department intelligence systems.	Emergency Communications Section
Utilize technology to improve public safety and enhance public service while balancing costs to ensure efficiency.	TASS; CAPS
Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations. Enhance field reporting and the various onboard systems.	TASS
Enhance Public Education on Police Operations - Improve community/police relationships by expanding educational efforts for public understanding of Police operations.	Training & Development Section

Goal/Objective	Assigned Section
Ensure Administrative Accountability - Maintain the highest level of accuracy and accountability for administration of property, evidence, and records.	Support Bureau
Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.	Training & Development Section; Finance Mgt
Maintain an Efficient and Effective Work Force - Utilize employee selection, training, cross-training, evaluation, and communication to facilitate organizational changes directed toward continued department improvement.	Training & Development Section; Personnel Management
Increase patrol efficiency through the exploration and implementation of more self help and on line police service options.	Support Bureau
Increase public engagement through increased useage of social media messaging.	Community Relations Unit
Increase accountability by reviewing Department procedures and Department auditing systems.	Support Bureau
Utilize Technological Advances for Public Safety - Implement innovative programs utilizing technology to improve public safety such as surveillance cameras, information websites, and cellular identification.	TASS; Finance Mgt

Police Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Personnel & Strength Report				
Total Sworn Funded Positions		Calendar	1,114	1034
Total Civilian Funded Positions		Calendar	148	148
Total Sworn Filled Positions		Calendar	1,008	1002
Captains		Calendar	12	13
Lieutenants		Calendar	41	41
Sergeants		Calendar	162	165
Officers		Calendar	784	781
Crime Stats				
Rate & Percentage Change				
Percentage change in total violent crime from prior year.		Calendar	-10%	-1%
Percentage change in total property crime from prior year.		Calendar	-4%	-1%
Homicide Rate (per 100,000)		Calendar	21	23
Violent Crime Rate (per 100,000)		Calendar	820	788
Property Crime Rate (per 100,000)		Calendar	5,707	5,640
Citywide Crime				
Total Homicides		Calendar	63	71
Juvenile (homicide victims, 17 & under)		Calendar	10	5
Shootings		Calendar	391	488
Rapes		Calendar	239	248
Robberies		Calendar	1,350	1,259
Aggravated Assaults		Calendar	700	762
Total Part 1 Violent Crime		Calendar	**2,435**	**2,340**
Burglaries		Calendar	4,840	4,439
Theft from Auto		Calendar	3,539	3,725
Other Larcenies		Calendar	7,420	7,459

Police Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Auto-Theft		Calendar	1,054	1,127
Total Part 1 Property Crimes		Calendar	**16,853**	**16,750**
Total Part 1 Crimes		Calendar	**19,205**	**19,090**
Gun Crimes				
Homicide with a gun		Calendar	63	57
Shooting Offenses		Calendar	391	488
Robbery		Calendar	729	708
Part 1 Clearances				
Homicide		Calendar	57.1	66.6
Rape		Calendar	35.9	24.7
Robbery		Calendar	28.6	31.6
Aggravated Assaults		Calendar	47.8	46.9
Shooting Clearances				
District 1		Calendar	32.2%	27.9%
District 2		Calendar	33.3%	51.2%
District 3		Calendar	31.8%	40.8%
District 4		Calendar	28.3%	19.8%
District 5		Calendar	23.7%	42.8%
ADULT Arrests by District				
Felony Arrests - individuals				
Citywide		Calendar	3,516	3,483
District 1		Calendar	614	573
District 2		Calendar	414	325
District 3		Calendar	969	1,057
District 4		Calendar	668	738
District 5		Calendar	652	584
Central Business Section		Calendar	199	206
Misdemeanor Arrests - individuals				

Police Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Citywide		Calendar	13,000	12,479
District 1		Calendar	2,393	2,082
District 2		Calendar	1,133	1,044
District 3		Calendar	3,196	3,404
District 4		Calendar	2,160	2,102
District 5		Calendar	2,165	1,999
Central Business Section		Calendar	1,953	1,848
Gun Arrests by arrest type				
Weapons Under Disability		Calendar	347	364
Carrying a Concealed Weapon		Calendar	350	362
Calls for Service Stats				
Total Calls for Service		Calendar	259,112	261,188
Calls for Service by district and type				
District 1 (Priority 1-2)		Calendar	4,480	4,334
District 2 (Priority 1-2)		Calendar	4,482	4,626
District 3 (Priority 1-2)		Calendar	11,135	11,110
District 4 (Priority 1-2)		Calendar	8,409	8,249
District 5 (Priority 1-2)		Calendar	6,226	6,201
Central Business Section (Priority 1-2)		Calendar	1,716	1,953
Calls Diverted by Telephone Reporting Unit		Calendar	6,288	5,369
Calls for Service Response Times				
Average response time from dispatch to arrival by call type and district (in minutes)				
Citywide (Priority 1-2)		Calendar	5.3	5.29
District 1 (Priority 1-2)		Calendar	2.15	2.38
District 2 (Priority 1-2)		Calendar	6.34	6.23

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
District 3 (Priority 1-2)		Calendar	8.07	7.15
District 4 (Priority 1-2)		Calendar	5.31	5.46
District 5 (Priority 1-2)		Calendar	5.14	5.04
Central Business Section (Priority 1-2)		Calendar	1.5	2.36
Internal Investigations (Allegations)				
CCRP Investigations				
Excessive Force		Calendar	67	28
Unnecessary Restraining Force		Calendar	3	4
Procedure Violation		Calendar	64	42
Discourtesy/Unprofessional Attitude		Calendar	189	139
Improper Search		Calendar	22	25
Improper Stop		Calendar	12	10
Law Violation by Officer		Calendar	14	6
Sexual Misconduct		Calendar	1	6
Lack of Proper Service		Calendar	178	145
Unethical Conduct		Calendar	3	4
Verbal and/or Physical Threat		Calendar	3	1
Pointing of Firearms		Calendar	4	2
Off Duty Conduct		Calendar	0	3
Discrimination/AGE		Calendar	0	1
Discrimination/DISABILITY		Calendar	4	0
Discrimination/ETHNICITY		Calendar	5	1
Discrimination/GENDER		Calendar	1	0
Discrimination/RACE		Calendar	12	8
Other		Calendar	9	7
IIU Investigations				
Excessive Force		Calendar	79	26

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Improper Procedure		Calendar	70	35
Discourtesy		Calendar	48	24
Improper Search		Calendar	24	23
Improper Stop		Calendar	3	11
Law Violation by Officer		Calendar	16	13
Sexual Misconduct		Calendar	1	4
Lack of/or Improper Service		Calendar	9	3
Unethical Conduct		Calendar	7	5
Verbal and/or Physical Threats		Calendar	1	1
Pointing of Firearms		Calendar	4	2
Off Duty Conduct		Calendar	4	4
Sexual Harassment		Calendar	0	1
Shots Fired at Person(s)		Calendar	0	5
Discrimination/AGE		Calendar	0	1
Discrimination/DISABILITY		Calendar	4	0
Discrimination/ETHNICITY		Calendar	5	3
Discrimination/GENDER		Calendar	0	1
Discrimination/RACE		Calendar	17	9
Other		Calendar	10	12
Risk Management				
Departmental **Auto** Accidents by District/Unit				
CBS		Calendar	4	9
CIS		Calendar	6	7
District 1		Calendar	12	18
District 2		Calendar	24	25
District 3		Calendar	28	36
District 4		Calendar	28	21

Police Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
District 5		Calendar	23	29
Other Units		Calendar	29	39
Parked Vehicle (no driver)		Calendar	13	16
Total Auto Accidents			167	200
Percentage **change** in Auto Accidents (from previous year)			+ 33%	+ 20%
Preventable **Auto** Accidents		Calendar	80	100
Non Preventable **Auto** Accidents		Calendar	87	84
Total Line of Duty Injuries		Calendar	115	121
Line of Duty Injuries from Accidents		Calendar	15	17

Goal/Objective	Assigned Section	Priority Level
To promote service excellence through effective administration, structured processes, and improved management systems.	**Mission**	
Complete annual strategic and business plans accurately and on time.	Administration	Critical
Implement employee development/career development/succession planning	Administration	Critical
Maximo Upgrade	Administration	Critical
Maintain a 95% or higher percentage of employees with up-to-date performance evaluations.	Administration	Important
Reduce Departmental accidents	Administration/NOD/TROD	Important
Implement Electronic Message Boards	Administration	Innovative
Propose at minimum of five ways to improve Inclusion.	All Divisions	Innovative
Implement comprehensive training program	Call Center & Citizen Engagement	Critical
Implement performance measures for staff	Call Center & Citizen Engagement	Critical
Schedule monthly meetings with Departments' CSR representatives "as needed"	Call Center & Citizen Engagement	Critical
Monitor customer service survey results	Call Center & Citizen Engagement	Critical
Conduct quality assurance testing. Review statistical reports	Call Center & Citizen Engagement	Critical
Implement process for update CSR contacts	Call Center & Citizen Engagement	Critical
Measure and track call volumes, internet and City App input and success of each mode of communication for long termplanning.	Call Center & Citizen Engagement	Critical
To manage City assets as long term investments in order to achieve service excellence.	**Mission**	
To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.	Facility Management	Critical

Goal/Objective	Assigned Section	Priority Level
Implement a new Preventative Maintenance and Inventory Tracking System	Facility Management	Critical
Create a work order and tracking process	Facility Management	Critical
Ensure CFMs maintenance section remains efficient and effective section that is funded and performs its intended purpose which is the maintenance and repair of the facilities assigned to us	Facility Management	Critical
Continue yearly review of reimbursable expenditures for CDBG projects for compliance with HUD requirements and MOUs	Facility Management	Critical
Update Facility Asset Management Replacement Plan to reflect increadse in deferred capital expenditures	Facility Management	Critical
Update the Capital Project Tracking specific to sub projects which followed all expenditures from initial planning through final completion	Facility Management	Important
Fountain Square RFP	Facility Management	Important
Continue managing contractual agreements for Fountain Square Plaza with 3CDC	Facility Management	Important
Customer survey as well as customer feedback process from those we serve and best method for us to communicate to them following service	Facility Management	Important
Best practices, cost comparison, organizational structure for internal City agencies, other cities and private firms performing facility management	Facility Management	Innovative
CVG Murals	Facility Management	Innovative
Maintain operation of essential Police, Fire and Public Service equipment at full capacity.	**Mission**	
Create a work plan for winter operations	Fleet Management	Critical
Conduct technician to equipment analysis	Fleet Management	Critical
Percentage of equipment available including spare equipment (100% of equipment represents operation at full capacity, including spares).	Fleet Management	Important
Complete City-wide Inventory	Fleet Management	Important
Apply for ASE Blue Seal Certification	Fleet Management	Important

Goal/Objective	Assigned Section	Priority Level
Develop multiple labor rates	Fleet Management	Innovative
Submit application for Top 10 Green Fleets	Fleet Management	Innovative
Submit application for top 100 Best Public Sector Fleet	Fleet Management	Innovative
To promote neighborhood investment, public safety and service excellence by managing the City's many waste collection efforts in an environmentally and cost effective manner.	**Mission**	
Proactively identify 75% of graffiti locations within the confines of the City ordinance.	NOD	Important
Increase volunteer initiatives by increasing the awareness of the Great American Cleanup and Make a Difference Day through more targeted advertising.	KCB	Important
Maintain clean right-of-ways, green spaces, streets, gateways, and thoroughfares throughout the community.	Neighborhood Operations	Critical
Provide efficient and effective collection of residential tires.	Neighborhood Operations	Critical
Remove dead animals from the right of way within 24 hours of request.	Neighborhood Operations	Critical
Implement Greensapce Master Schedule	Neighborhood Operations	Critical
Street sweep 150 curb miles per week	Neighborhood Operations	Critical
Service neighborhood corner cans at least twice a week	Neighborhood Operations	Critical
Maintain the West Fork Facility dock area in accordance with Ohio Environmental Protection Agency regulations to help ensure service excellence.	Neighborhood Operations	Important
Maintain designated green space/high visibility areas on schedule	Neighborhood Operations	Important
Respond to 95% of service inquiries within 24 hours (one business day)	Neighborhood Operations	Important
Complete all return to Collect services request within 24 hours.	Neighborhood Operations	Important
Reduce amount of return to collect service requests.	Neighborhood Operations	Important
Restructure downtown corner cans service. Tulip trash cans to replace big bellies.	Neighborhood Operations	Important

Goal/Objective	Assigned Section	Priority Level
Reduce cancellations of parking infractions	Neighborhood Operations	Important
Remove street postings within 24 hours of sweeping completion	Neighborhood Operations	Important
Respond to solid waste violation within 48 hours (2 business days)	Neighborhood Operations/PLAP	Important
Incorporate PLAP with Friday "blitz"	Neighborhood Operations/PLAP	
Achieve a litter index rating of 2.0.	KCB	Important
To promote neighborhood investment, economic development, and public safety by providing an aesthetically pleasing appearance throughout the community by maintaining clean right-of-ways, green spaces, streets, gateways, and thoroughfares.	**Mission**	
To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.	Traffic & Road Operations	Critical
To promote public safety for travelers of city streets during winter storms.	Traffic & Road Operations	Critical
Maintain crosswalks by repainting as needed.	Traffic & Road Operations	Critical
Promptly correct reported traffic signal outages within 48 hours.	Traffic & Road Operations	Critical
Revise Snow Plan	Traffic & Road Operations	Critical
Respond to pothole requests within 12 days	Traffic & Road Operations	Critical
Maintain an MOU with DOTE to perform reimbursable asphalt and concrete work. 100% of dollar amount of MOU by end of the fiscal year	Traffic & Road Operations	Critical
Maintain a MOU with MSD/SMU to perform reimbursable Stormwater maintenance work. Achieve 100% of the dollar amount of the MOU by the end of the fiscal year	Traffic & Road Operations	Critical
Traffic & Road Operations will maintain a level of outstanding fleet PMs of less than 5% given that there are available resources from Fleet to complete the work	Traffic & Road Operations	Critical
Traffic & Road Operations will maintain traffic signals and controllers around the street car	Traffic & Road Operations	Critical

Goal/Objective	Assigned Section	Priority Level
Respond to structural maintenance (guard rail, attenuator, fence, hand rail) service requisitions for items within 60 days of date received	Traffic & Road Operations	Important
Perform preventive maintenance plan traffic inspections	Traffic & Road Operations	Important
Traffic & Road Operations will manufacture sheeting, fabricating, and assembly of signs	Traffic & Road Operations	Important
Traffic & Road operations will assist with Special Events & Block Party Traffic Control	Traffic & Road Operations	Important
Traffic & Road operations will promote more partnerships with other internal and external City agencies	Traffic & Road Operations	Important
Coordinate with the various divisions a land slide, debris management and emergency response plan for the department	Traffic & Road Operations	Important
Traffic & Road Operations will respond and remove 100% of all landslide emergencies referred by the Geological Engineer from the Department of Traffic and Engineering	Traffic & Road Operations	Important

Public Services Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Private Lot Abatement					
Tall Grass/Weeds Citations	PermitsPlus & OAH	Fiscal Year	2186	2771	1848
Litter Citations	PermitsPlus & OAH	Fiscal Year	1249	1603	901
Number of Lots Abated	PermitsPlus	Fiscal Year	312	503	586
Number of Abatements	PermitsPlus	Fiscal Year	357	563	640
Customer Service Requests					
Total DPS CSR Requests Created	CSR	Fiscal Year	74,605	66,279	34,900
Total DPS CSR Requests Closed	CSR	Fiscal Year	74,601	66,194	34,644
Mobile App Usage	CSR	Fiscal Year		210 per PP	305
Overall Customer Satisfaction	SurveyMonkey (CSR Survey)	Fiscal Year	N/A	New	71%
Top 8 Customer Service Requests -Number Created					
Special Collections	CSR	Fiscal Year	22,243	21,791	14,997
Trash: Request for Collection	CSR	Fiscal Year	4,654	4,868	1,710
Tall Grass/Weeds: Private Property	CSR	Fiscal Year	4,876	4,868	421
Tall Grass/Weeds: PS Property	CSR	Fiscal Year	886	898	447
Potholes	CSR	Fiscal Year	5,526	6,559	1,291
Yard Waste: Request for Collection	CSR	Fiscal Year	3,001	3,094	1,485
Slippery Streets	CSR	Fiscal Year	4,440	1,575	4
Graffiti	CSR	Fiscal Year	2,332	1,484	1,267

Public Services Performance Data

Top 8 Customer Service Requests -Average Days to Close					
Special Collections	CSR	Fiscal Year	16.13	11.26	2.4
Trash: Request for Collection	CSR	Fiscal Year	2.14	1.31	1.7
Tall Grass/Weeds: Private Property	CSR	Fiscal Year	123.17	103.83	59.6
Tall Grass/Weeds: PS Property	CSR	Fiscal Year	*combined	*Combined	*combined
Potholes	CSR	Fiscal Year	10.46	3.6	2.7
Yard Waste: Request for Collection	CSR	Fiscal Year	1.9	1.21	0.9
Slippery Streets	CSR	Fiscal Year	17.3	1.15	1.4
Graffiti	CSR	Fiscal Year	20.76	16.32	8.7
Customer Call Center					
Average Answer Speed	Aspect	Fiscal Year	n/a	4:31	2:51
Calls Received	Aspect	Fiscal Year	n/a	46,325	52,072
Calls Abandoned	Aspect	Fiscal Year	n/a	16,638	8,842
% of incoming calls answered	Aspect	Fiscal Year	n/a	73.57	84.02%
% of calls abandoned	Aspect	Fiscal Year	n/a	26.43%	15.90%
% of calls answered in 90 seconds or less	Aspect	Fiscal Year	n/a	48%	53.41%
Average Handle Time	Aspect	Fiscal Year	n/a	3:18	2:01
Greenspace Maintenance					
# of Lots Cut	NOD Spreadsheet	Fiscal Year			145
# of Concrete Islands Swept	NOD Spreadsheet	Fiscal Year			34
# of Green Islands	NOD Spreadsheet	Fiscal Year			91
# of Alleys Cleaned	NOD Spreadsheet	Fiscal Year			203

# of Guardrails Mainatained	NOD Spreadsheet	Fiscal Year			333
# of bridge underpasses maintained	NOD Spreadsheet	Fiscal Year			41
# of steps maintained/cleaned	NOD Spreadsheet	Fiscal Year			14
# of Fences Maintained	NOD Spreadsheet	Fiscal Year			5
# RoW Maintenance sites	NOD Spreadsheet	Fiscal Year			502
# Walls Maintained	NOD Spreadsheet	Fiscal Year			7
Neighborhood Operations					
# of Street Sweep Miles Swept	NOD Spreadsheet	Fiscal Year	6424	8,888	4,735
# of Solid waste violations	NOD Spreadsheet	Fiscal Year			136
Total # of Corner Cans	NOD Spreadsheet	Fiscal Year	2,100	2,100	2,100
Maintain A litter index rating of 2.0 or lower.	NOD Spreadsheet	Fiscal Year	Yes	Yes	Yes
Residential solid waste tonnage.	NOD Spreadsheet	Fiscal Year	76,043	69,029	30,621
# of households collected	NOD Spreadsheet	Fiscal Year		90,000	90,000
Employees Available per day (average)	NOD Spreadsheet	Fiscal Year	98	116	110
Employees on Leave per day (average)	NOD Spreadsheet	Fiscal Year	4	4	4
Employee call-ins per day (average)	NOD Spreadsheet	Fiscal Year	4	4	5
Fleet					
Total vehicles	Fleet Anywhere	Fiscal Year		2459	2,463
Total cost of Fleet Operations	Fleet Anywhere	Fiscal Year	$18,286,357.22	$17,265,849.25	$7,591,209
Work Orders Created	Fleet Anywhere	Fiscal Year	16,998	16988	8,102

Public Services Performance Data

PMs completed	Fleet Anywhere	Fiscal Year	4,536	4647	2,573
Fuel Used: Gallons	Fleet Anywhere	Fiscal Year	1,956,394.15	1,927,451.20	926,866
Fuel Use: $$	Fleet Anywhere	Fiscal Year	$7,036,501.67	$6,894,996.63	$2,827,003
# Vehicles/Equip: Purchased	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure
# Vehicles/Equip: taken out of service	Fleet Anywhere	Fiscal Year	N/A	N/A	0
# vehicles/equip out of lifecycle	Fleet Anywhere	Fiscal Year	N/A	N/A	994
% vehicles/equip out of lifecycle	Fleet Anywhere	Fiscal Year	N/A	N/A	40%
Vehicles down (weekly)	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure
Average down time/shop	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure
Fleet maintenance cost (monthly average)	Fleet Anywhere	Fiscal Year	N/A	N/A	$1,196,117
Vehicles abused	Fleet Anywhere	Fiscal Year	N/A	N/A	129
HR/Admin					
Employees	CHRIS	Fiscal Year	364	401	414
Grievances	CHRIS	Fiscal Year	37	34	15
EEO complaints	CHRIS	Fiscal Year	10	11	4
Percent SBE participation	CFS	Fiscal Year	21.83	24.18	2483.00%
Sick leave hours used per 1000 hours worked	CHRIS	Fiscal Year	29	26	31
Winter Operations					
Number of CSR Requests Closed	CSR	Fiscal Year	4440	1575	4
Number of Preventable Accidents	Zonar	Fiscal Year	28	16	1
Snow removal equipment available: beginning of event	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure

Snow removal equipment available; down within 1 hour	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure
Lane Miles Treated: first 12 hours of event	Zonar	Fiscal Year	N/A	N/A	New Measure
Lane Miles Treated: first24 hours of event	Zonar	Fiscal Year	N/A	N/A	New Measure
Snow Vehicles with Winter Ops PMX complete before first snow event	Fleet Anywhere	Fiscal Year	N/A	N/A	New Measure

Recreation Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing quality and affordable community-based recreational programs.	Community Center Operations	Critical
To provide quality and affordable recreational programs designed to meet needs and interests of citizens citywide.	Community Center Operations, Athletics, Aquatics, Seniors	Critical
To keep all department facilities operating in a safe and efficient manner and keep all grounds and properties clean and maintained in accordance with CRC's maintenance standards.	Maintenance	Critical
To offer safe, clean, and well-maintained facilities for public use.	Maintenance	Critical
To ensure playground safety via the playground inspection program.	Maintenance	Critical
To offer fun and affordable golf course programs for the citizens of Cincinnati.	Golf	Critical
To increase rounds played at City-owned golf courses.	Golf	Important
To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.	Golf	Critical
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing safe, fun, and quality athletic programs including sports leagues, lessons, camps, and clinics.	Athletics	Critical
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing safe, fun, and quality aquatic programs and activities including swim lessons, open swim opportunities, water exercise, swim team, and youth lifeguard training.	Aquatics	Critical
To increase the quality of life and enhance the personal health and wellness of senior citizens of Cincinnati by providing quality and affordable community-based senior programs.	Seniors	Critical
To increase the quality of life and enhance the personal health and wellness of citizens of Cincinnati with disabilities by providing inclusive and adaptive therapeutic recreation programming choices and by promoting accessibility at all CRC facilities.	Therapeutic Recreation	Critical

Recreation Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To provide quality and affordable recreational programs designed to meet the needs and interests of individuals with disabilities.	Therapeutic Recreation	Critical
To provide professional, technical, and administrative support to all Recreation divisions to assist them in achieving their specialized program goals and the overall mission of the department. To develop services that will promote a positive department and City image, enhance credibility, and encourage greater private sector financial support and neighborhood volunteer support of the department's programs.	Support Services	Critical
To improve customer service delivery .	Support Services	Critical

Recreation Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Percentage of customers rating interior building cleanliness good to excellent.	Customer Feedback Survey	Fiscal Year	94%	100%	90%
Percentage of customers rating outdoor/grounds cleanliness good to excellent.	Customer Feedback Survey	Fiscal Year	96%	89%	90%
Percentage of customers rating program value for the money good to excellent.	Customer Feedback Survey	Fiscal Year	96%	90%	90%
Percentage of customers rating program quality good to excellent.	Customer Feedback Survey	Fiscal Year	97%	93%	90%
Percentage of customers rating staff friendliness, courteousness, and helpfulness good to excellent.	Customer Feedback Survey	Fiscal Year	96%	90%	90%
Percentage of customers rating staff professionalism good to excellent.	Customer Feedback Survey	Fiscal Year	96%	90%	90%
Percentage of customers rating overall program experience good to excellent.	Program Participant Evaluations	Fiscal Year	97%	93%	90%
Percentage change in the number of rounds played at the six municipal golf courses over previous year statistics.	Golf POS System	Fiscal Year	-0.53%	-1.15%	2%
Percentage of customers rating golf course conditions good to excellent.	Golf Customer Survey	Fiscal Year	78%	89%	90%
Percentage of customers rating golf course guest service good to excellent.	Golf Customer Survey	Fiscal Year	86%	76%	90%
Number of American Red Cross Level 3, 4, and 5 swim lessons taught.	Aquatics Records	Fiscal Year	982	516	500
Percentage change in department-wide program attendance over previous year statistics.	Cricket	Fiscal Year	4.72%	6.82%	1%
Percentage change in number of teams participating in adult sports leagues over previous year statistics.	Athletics Records	Fiscal Year	-4.23%	-5.06%	1%
Percentage increase in Recreation Special Activities Fund 323 revenue over previous year statistics.	Financial Reports	Fiscal Year	12.09%	-8.46%	1%
Programming & Strategic Partnerships					

Recreation Performance Data

Fiscal Year Measures	Data Source	Reporting Year	FY14	FY15	FY16 through 12/31
Number of collaborative projects completed		Fiscal Year	2	2	7
Number of volunteer hours		Fiscal Year	35,651	23,059	6,993
Number of new program offerings generated by improved process		Fiscal Year	N/A	N/A	N/A
Number of recreation center program hours for youth and teens		Fiscal Year	72,577	72,971	40,283
Number of city-wide teen socials		Fiscal Year	0	0	3
Number of participants in the city-wide teen socials		Fiscal Year	N/A	N/A	399
Safety & Risk Management					
Number of facility maintenance inspections completed		Fiscal Year	31	15	9
Number of closed work orders		Fiscal Year	2,063	1,923	1,037
Number of weekly (high frequency) inspections conducted on all playgrounds.	Playground Inspection Forms	Fiscal Year	1	1	1
Number of quarterly (low frequency) inspections conducted on all playgrounds.	Playground Inspection Forms	Fiscal Year	1	1	1
Supplemental Funding					
Unrestricted contributions CRF		Fiscal Year	$12,653	$4,171	
Contributions/donations CRC		Fiscal Year	$213,682	$161,044	

Transportation Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Lead, manage, and oversee the work of the Department of Transportation and Engineering to accomplish the six-year capital plan consistent with the vision of the City Manager and policy direction received from the City Council.	Administration	Critical
Actively seek and secure grant funding from federal, state, regional and local agencies to supplement DOTE's capital and operating programs	Administration	Critical
Maintain department fleet and mileage use records, analyze usage, and submit monthly reports	Administration	Important
Maintain necessary department records using the Cincinnati Human Resource Information System	Administration	Important
Minimize disruption to users and/or program function during new computer/technology distribution	Administration	Important
Monitor Division reimbursement and staff inter-departmental billings to maintain responsible fiscal operations.	Administration	Important
Process all financial documents in a timely basis to meet the prompt pay requirement.	Administration	Important
Provide budget monitoring information to the department/division heads so sound financial decisions can be made.	Administration	Important
Respond to council referals and close CSRs by stated deadlines.	All	Critical
Maintain an aviation facility that is an integral part of the national transportation system, providing right-sized facilities and services consistent with the needs of Cincinnati's business and general aviation users, and the surrounding community.	Aviation	Critical
Operate Lunken Airport as a self sufficient operation.	Aviation	Critical
Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.	Department	Critical
Assess the condition of all primary and secondary City-maintained streets on a one year cycle and local streets on a 3 year cycle and determine their Pavement Condition Index (PCI) in conformance with ASTM D6433	Engineering	Critical
Inspect all city bridges yearly and other bridges as required by the ORC and document inspection findings in the annual bridge condition report	Engineering	Critical
Inspect 5% of city sidewalks yearly and send out repair orders to property owners for hazardous and/or defective sidewalk	Engineering	Critical
Inspect 16% of city owned retaining walls yearly, and documents inspection results in the DOTE database and prepare a yearly report.	Engineering	Critical

Transportation Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways within allocated resources.	Engineering	Critical
Achieve Substantial Completion of construction within the time frame of construction contracts.	Engineering	Critical
Complete construction of projects within an average of 10% of original contract amount	Engineering	Critical
Maintain the condition of city bridges at a standard consistent with public safety and available funding wherein City Bridges have an average weighted condition of Satisfactory (6.0) or better and 95% of bridges have no load restrictions.	Engineering	Critical
Maintain City Retainings Walls where 90% are in Fair of better condition.	Engineering	Critical
Maximize the amount of roadway rehabilitated with appropriated resources to meet or exceed the City Council approved goal of rehabiltating 100 lane miles and wherein City Streets have an average Pavement Condition Index rating of Fair (PCI 58) or better condition	Engineering	Critical
Administer and close out construction contract with no contractor's claims.	Engineering	Important
Develop a comprehensive pavement management plan which includes funding options to increase overall the pavement condition rating of city streets.	Engineering	Innovative
Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.	Engineering	Critical
Complete design and engineering services and bid projects within the timeframe established by the Scope of Services.	Engineering/ Planning and Urban Design	Critical
Complete inventory forms for the applicable record series on our approved Schedule of Records Retention and Disposal form, RC-2E	Engineering/ Administration	Important
Manage the City's traffic signal, traffic control, and street lighting systems to encourage safe and efficient travel, enhance the quality of life for residents, and encourage and sustain economic development within allocated resources.	Traffic Engineering	Critical
Represent and pursue the transportation interests of the City by providing input and participating in local and regional transportation projects, studies, and plans and reviewing and providing input into new developments where traffic impacts are anticipated	Transportation Planning and Urban Design	Important

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Pavement Condition				
Total Lane Miles	Construction Management Database	CY	3060	TBD*
Lane Miles: Excellent Condition (PCI)	Construction Management Database	CY	505	TBD*
Lane Miles: Very Good Condition (PCI)	Construction Management Database	CY	458	TBD*
Lane Miles: Good Condition (PCI)	Construction Management Database	CY	850	TBD*
Lane Miles: Fair Condition (PCI)	Construction Management Database	CY	796	TBD*
Lane Miles: Poor Condition (PCI)	Construction Management Database	CY	323	TBD*
Lane Miles: Very Poor Condition (PCI)	Construction Management Database	CY	109	TBD*
Lane Miles: Failed Condition (PCI)	Construction Management Database	CY	19	TBD*
Number of Lane Miles Rated "Good" or better	Construction Management Database	CY	1813	TBD*
Average PCI Rating	Construction Management Database	CY	65	TBD*
Street Rehabilitation				
Lane Miles Contracted	Construction Management Database	CY	70	101.5
Lane Miles Paved	Construction Management Database	CY	74.7	102
Lane Miles Treated under Pavement Preservation Program	Construction Management Database	N/A	N/A	0
Cost per lane mile	Construction Management Database	CY	$194,270	$171,000

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Overhead costs	Construction Management Database	CY	$16K/LM	19.3K/LM
Change order rate	Construction Management Database	CY	4.30%	1%
County-Wide Construction Coordination				
Number of Pavement Cuts	County-Wide Construction Coordination	CY	2817	3262
Permits Issued on a Restricted Street	County-Wide Construction Coordination	CY	131	113
Permits Issued on a Restricted Street w/ Area < 600SF	County-Wide Construction Coordination	CY	18	5
Permits for Planned Work Issued on a Restricted Street w/ Area < 600SF	County-Wide Construction Coordination	CY	2	0
HR/Admin				
Employees	CHRIS	CY	151	150
Grievances	CHRIS	CY	0	0
EEO Complaints	CHRIS	CY	0	1
Sick hours used	CHRIS	CY	7761.17	8123.87
Overtime hours used	CHRIS	CY	13,468.05	10,902.65
Vacancies	CHRIS	CY	23	24
Engineering/Construction				
Sidewalk Inspections	CSR	CY	790	950
Hazardous sidewalk condition notices issued	SIDSAMS	CY	560	750
Bridge Inspections	City Bridge Report	CY	200	226
Retaining wall inspections	City Wall Report	CY	337	242
Permits				
Permits & Licenses Applied	PermitsPlus	CY	8335	10299
Permits & Licenses Issued	PermitsPlus	CY	7695	9289
Permits Inspected/Closed	PermitsPlus	CY	6542	6807
Median time to issue permits	PermitsPlus	CY	2.78 days	3.89 days
Capital Projects				
Bridges owned & maintained by the City	City Bridge Report	CY	65	65

Transportation Performance Data

Calendar Year Measures	Data Source	Reporting Year	CY14 Actual	CY15 Actual
Capital Projects awarded	Construction Management Database	CY	17	25
Average cost per contract	Construction Management Database	CY	$1,039,894	$1,411,933
Total payments all contracts (streetcar excluded)	Construction Management Database	CY	$25,452,000	$19,433,000
Total Payment streetcar	Construction Management Database	CY	$34,733,802	$22,940,000
Construction management overhead cost on total spending (non-streetcar)	Payroll database	CY	6%	9%
Construction management overhead cost on total spending (streetcar only)	Payroll database	CY	1%	2%
Overall Change order rate (non-streetcar)	Construction Management Database	CY	8%	0%
Traffic & Street Lights				
City-owned traffic signals	Signal Inventory	CY	776	778
City-owned streetlights	Streetlight Inventory	CY	8300	8397
Requests for streetlight repair	CSR	CY	700	796
Pedestrian Safety				
Pedestrian Fatalities	GCAT	6	5	1
Pedestrian Injuries	GCAT	247	261	30
Pedestrian Incidents	CSR	N/A	N/A	N/A
Bicyclists Fatalities	GCAT	1	0	0
Bicyclists Injuries	GCAT	48	53	2
Bicycle Incidents	CSR	29	27	9
Customer Service				
Number of CSR's	CSR	1563	1487	131
Number of non-CSR requests	Tasks	416	351	38
Number of Overdue CSR's (not completed w/in designated period)	CSR	210	168	28

Water Works Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Provide Financial Stewardship for the Utility	Accounting and Finance	Critical
Stabilize revenue volatility	Accounting and Finance	Critical
Establish a Lead Enhanced Program	WQT Division	Critical
Maintain (or upgrade) bond ratings.	Accounting and Finance	Critical
Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.	Accounting and Finance; Human Resources; Commercial Services; Office of the Director	Critical
Provide outstanding customer service and build positive relationships between the public and GCWW.	Commercial Services	Critical
Maintain all metered equipment required to support the department's mission by completing all preventative maintenance on time.	Distribution Division	Critical
Maximize the number of customers satisfied with the way GCWW handles questions or problems.	Commercial Services	Critical
To optimize the customer experience by providing prompt service.	Commercial Services	Critical
To satisfy 80% of the customers who contact GCWW to handle a problem or question.	Commercial Services	Critical
Provide annual human resources development opportunities for all employees.	Human Resources	Critical
Provide excellent internal and external customer service, and human resources development.	Director's office	Critical
Promote a safe work environment for GCWW employees by achieving 100 percent participation in the annual Safety Action Plan.	Safety	Critical
To protect public health, support and promote economic development, and provide sufficient fire flow by optimizing our water treatment and distribution system to provide high quality water to all our customers.	Water Distribution	Critical
To minimize the amount of time a customer is without water services during maintenance and repair activities.	Water Distribution	Critical

Water Works Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Manage risks involved with the assets of the Utility as well as manage the capital improvement program.	Water Engineering	Critical
Maintain a reliable infrastructure by replacing 1% of water main in Distribution system annually.	Water Engineering	Critical
Protect pubic health and provide high quality water to all customers.	Water Quality and Treatment	Critical
Achieve the highest level of regulatory compliance in water quality assurance.	Water Quality and Treatment	Critical
To comply with all Federal and state mandated regulations.	Water Quality and Treatment	Critical
Maintain, repair, and rehabilitate all GCWW facilities and equipment.	Water Supply	Critical
Maintain treatment equipment, buildings, facilities, tanks, pump stations and reservoirs.	Water Supply	Critical

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Distribution					
Customer service					
# of service interruptions	Excel	Fiscal Year	N/A	300	417
Average # hours service is interrupted during repairs or maintenance	Excel	Fiscal Year	N/A	N/A	4.4
Water main breaks					
# work orders opened in period	Excel	Fiscal Year	97852	110703	55
# work orders closed in period	Excel	Fiscal Year	97852	110703	55
# work orders left in queue at period	Excel	Fiscal Year	NA	N/A	0
Average turnaround time (hours) for water main break	Excel	Fiscal Year			8
YTD % Water Main Breaks repaired < 24 hours	Excel	Fiscal Year	96.50%	98%	100%
Fire hydrants					
# due for repair at end of period	Excel	Fiscal Year	1093	722	389
# critical due for repair at end of period	Excel	Fiscal Year	35	53	0
# non-critical due for repair	Excel	Fiscal Year	N/A	N/A	389
Max due for repair during period	Excel	Fiscal Year	N/A	N/A	62
Min due for repair during period	Excel	Fiscal Year	N/A	N/A	54
Water main leaks (use actual dates of completion)					
# of active leaks at end of period	Excel	Fiscal Year	N/A	N/A	151
Max due for repair during period	Excel	Fiscal Year	N/A	N/A	12
Min due for repair during period	Excel	Fiscal Year	N/A	N/A	9
# work orders opened in period	Excel	Fiscal Year	1686	1264	180
# work orders closed in period	Excel	Fiscal Year	1686	1264	166
Average turn around time creation to completion	Excel	Fiscal Year	N/A	N/A	7 days
# work orders left in queue	Excel	Fiscal Year	N/A	N/A	0
Average age (days) of work orders on event board	Excel	Fiscal Year	N/A	N/A	4.25
YTD % water main leaks repaired in <14 days	Excel	Fiscal Year	94.7	91.1	100
Delinquent customer Shutdowns					
# delinquent work orders in period	Excel	Fiscal Year	17261	19191	2529
# work orders closed (actual shut offs) in period	Excel	Fiscal Year	17261	19191	946
Average time (days) to complete shut off	Excel	Fiscal Year	N/A	N/A	18
# work orders left in queue	Excel	Fiscal Year	N/A	N/A	2700
Average age (days) of work orders in queue	Excel	Fiscal Year	N/A	N/A	N/A
Permanent restoration					
# work orders opened in period	Excel	Fiscal Year	1425	897	15
# work orders closed in period	Excel	Fiscal Year	1425	897	8
# work orders left in queue	Excel	Fiscal Year	N/A	N/A	315
Average age (days) of work orders in queue	Excel	Fiscal Year	N/A	N/A	107

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
YTD % Permanent Restoration, < 55 days	Excel	Fiscal Year	28%	57%	31%
# Actual meters	Excel	Fiscal Year	241,753	242,038	241,971
Actual Meter Reads, %	Excel	Fiscal Year	98.90%	97.70%	98.60%
Annual Large Meter Testing, Top 75, %	Excel	Fiscal Year	100%	97.70%	
Cost per Meter Read	Excel	Fiscal Year			0.17
Leakage and breakage frequency rate/Dist. System integrity (events per mile)	Excel	Fiscal Year			0.00419
Call center					
Call Volume					
# total inbound calls -GCWW	CIS/Aspect	Fiscal Year	281581	267079	132,233
# total inbound calls -Alexandria	CIS/Aspect	Fiscal Year	10097	13863	6531
# total inbound calls -Lexington	CIS/Aspect	Fiscal Year	49285	49685	25535
# of calls handled by Call Center Representatives	CIS/Aspect	Fiscal Year	340963	330627	163,637
# of calls handled by IVR	CIS/Aspect	Fiscal Year	815970	814950	411,015
# of calls handled by IVR (during Business Hours)	CIS/Aspect	Fiscal Year	610359	612421	308,366
Abandoned calls					
% Abandoned Customer Calls (without IVR) - GCWW	CIS/Aspect	Fiscal Year	10.8%	14.1%	11.20%
% Abandoned Customer Calls (with IVR) - GCWW	CIS/Aspect	Fiscal Year	6.1%	7.4%	5.60%
% Abandoned Customer Calls (without IVR) - Alexandria	CIS/Aspect	Fiscal Year	2.0%	2.5%	2.40%
% Abandoned Customer Calls (with IVR) - Alexandria	CIS/Aspect	Fiscal Year	1.2%	1.5%	1.40%
% Abandoned Customer Calls (without IVR) - Lexington	CIS/Aspect	Fiscal Year	3.0%	2.7%	2.80%
% Abandoned Customer Calls (with IVR) - Lexington	CIS/Aspect	Fiscal Year	1.6%	1.3%	1.40%
# of Abandoned Calls - GCWW	CIS/Aspect	Fiscal Year	30166	35794	13958
# of Abandoned Calls - Alexandria	CIS/Aspect	Fiscal Year	204	362	163
# of Abandoned Calls - Lexington	CIS/Aspect	Fiscal Year	1543	1368	739
Resolution performance					
First Call Resolution (Aspect) Score	CIS/Aspect	Fiscal Year	91%	94%	98%
First Call Resolution In IVR - Customer Satisfaction Survey (same size=4274)	CIS/Aspect	Fiscal Year			
Percentage of calls answered within 35 seconds, GCWW	CIS/Aspect	Fiscal Year	44%	36%	85%
Percentage of calls answered within 35 seconds (with IVR), GCWW	CIS/Aspect	Fiscal Year	70%	69%	91%
Response speed					
Average Speed of Answer Stat, GCWW	CIS/Aspect	Fiscal Year	2:11	3:01	0:29
Average Speed of Answer Stat (with IVR), GCWW	CIS/Aspect	Fiscal Year	1:10	1:28	0:17

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Average Speed of Answer Stat, Alexandria	CIS/Aspect	Fiscal Year	0:35	0:45	0:14
Average Speed of Answer Stat (with IVR), Alexandria	CIS/Aspect	Fiscal Year	0:20	0:26	0:07
Average Speed of Answer Stat, Lexington	CIS/Aspect	Fiscal Year	0:49	0:43	0:15
Average Speed of Answer Stat (with IVR), Lexington	CIS/Aspect	Fiscal Year	0:25	0:21	0:07
Alternate contact channels					
# of customers who come into the lobby to see a Rep	Excel	Fiscal Year		12,049	6926
# of customer service emails received during period	Excel	Fiscal Year	10,077	13,426	6864
# of customer service emails responded to within period	Excel	Fiscal Year	N/A	N/A	6581
# of customer service emails pending response at end of period	Excel	Fiscal Year	N/A	N/A	37
Personnel					
# full-time Customer Service Reps (CSR)	Excel	Fiscal Year	13	15	15
# part-time Customer Service Reps (CSR)	Excel	Fiscal Year	24	17	15
# temporary employees	Excel	Fiscal Year	1	1	13
Average Calls per Hour per CSR	Excel	Fiscal Year			5.11
Complaint Types					
# Billing complaints created during period	Excel	Fiscal Year	N/A	N/A	148
# Waive charges created during period	Excel	Fiscal Year	N/A	N/A	87
# Payment plan complaints created during period	Excel	Fiscal Year	N/A	N/A	206
# Meter reading complaints created during period	Excel	Fiscal Year	N/A	N/A	14
# Service complaints created during period	Excel	Fiscal Year	N/A	N/A	222
# Technology complaints created during period	Excel	Fiscal Year	N/A	N/A	21
# Other			N/A	N/A	N/A
Billing and Revenue					
Accounts, Billing and revenue					
Total number of metered accounts	Excel	Fiscal Year	N/A	N/A	239,547
# Water	RAP	Fiscal Year	N/A	N/A	16,873
# Sewer	RAP	Fiscal Year	N/A	N/A	1292
# Both water and sewer	RAP	Fiscal Year	N/A	N/A	220,171
# billing adjustments	CARS	Fiscal Year	18136	19580	8335
$ of total billing adjustment (what's dept's suggestion for this metric?)	Excel	Fiscal Year	N/A	N/A	N/A
Revenue from new customers (service bureau)	RAP/CFS	Fiscal Year			

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
# of shutoffs that occur due to tampering	RAP/CFS	Fiscal Year			2
$ increase in revenue due to collection from customers who tamper		Fiscal Year	N/A	N/A	$27,000
# of tampering situations per month		Fiscal Year			N/A
Payment Plans		Fiscal Year		3412	
# of customers/come into the lobby to see a Rep		Fiscal Year			
High Bill Rate Questions Overall	ASPECT	Fiscal Year	N/A	N/A	177
# of customers that receive electronic bills		Fiscal Year			19487
# of payments received in the lobby		Fiscal Year	125,503	74,451	
# of billing account adjustments (GCWW)	CARS	Fiscal Year	18136	19195	7969
# of billing account adjustments (MSD)	CARS	Fiscal Year		385 (1/2 yr)	366
Period					
$ metered water billed	Excel	Fiscal Year	$127,678,103		#########
$ metered water revenue	Excel	Fiscal Year	$129,749,746		#########
Billed to revenue ratio	Excel	Fiscal Year	98%		97.03%
Delinquency					
Percent of total accounts that are delinquent	Excel	Fiscal Year	N/A	N/A	15.40%
Total Delinquency (All Charges) as percent of total budget (water only less debt service)	Excel	Fiscal Year	N/A	N/A	21.60%
Total Water Delinquency (Water Only Charges) as percent of total budget (water only less debt service)	Excel	Fiscal Year	N/A	N/A	8.30%
# of accounts in collection process		Fiscal Year	N/A	19,188	10079
$ of accounts in collection process		Fiscal Year	N/A	$4,888,361	2,603,510
Delinquent Active Accounts					
# of accounts	Excel	Fiscal Year	30,154	27,453	24,885
# of accounts 4 years old or older	Excel	Fiscal Year	2,414	2366	2,406
# of accounts written off	Excel	Fiscal Year	0	0	14
# of accounts collected on	Excel	Fiscal Year			126
# of accounts referred to collections agency	Excel	Fiscal Year	below	below	17
# of accounts referred to law	Excel	Fiscal Year	3436	1,854	65
# of accounts transferred to another account	Excel	Fiscal Year	324	282	0
$ of delinquent accounts	Excel	Fiscal Year	$13, 890,369.63		#########
$ of accounts 4 years old or older	Excel	Fiscal Year	$4,141,697.49		#########
$ of accounts written off	Excel	Fiscal Year	0	0	$12,479
$ of accounts collected on	Excel	Fiscal Year			145, 872
$ of accounts referred to collections agency	Excel	Fiscal Year	N/A	N/A	$2,269
$ of accounts referred to law	Excel	Fiscal Year	N/A	N/A	$22,194
$ of accounts transferred to another account	Excel	Fiscal Year	N/A	N/A	

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Delinquent Inactive Accounts					
# of accounts	Excel	Fiscal Year	N/A	N/A	12,132
# of accounts 4 years old or older	Excel	Fiscal Year	N/A	N/A	4,199
# of accounts written off	Excel	Fiscal Year	N/A	N/A	6,180
# of accounts collected on	Excel	Fiscal Year	N/A	N/A	
# of accounts referred to collections agency	Excel	Fiscal Year	N/A	N/A	325
# of accounts referred to law	Excel	Fiscal Year	N/A	N/A	769
# of accounts transferred to another account	Excel	Fiscal Year	N/A	N/A	
$ of delinquent accounts	Excel	Fiscal Year	N/A	N/A	#########
$ of accounts 4 years old or older	Excel	Fiscal Year	N/A	N/A	#########
$ of accounts written off	Excel	Fiscal Year	N/A	N/A	#########
$ of accounts collected on	Excel	Fiscal Year	N/A	N/A	
$ of accounts referred to collections agency	Excel	Fiscal Year	N/A	N/A	$110,936
$ of accounts referred to law (CY number reported is $ collected by law)	Excel	Fiscal Year	N/A	N/A	#########
$ of accounts transferred to another account	Excel	Fiscal Year	N/A	N/A	
Engineering					
Lead Service Lines removed (public responsibility)	Excel	Fiscal Year	970	187	
Lead Service Lines removed (private responsibility)	Excel	Fiscal Year	0	0	0
Attend Community Council meetings (lead related)	Excel	Fiscal Year	0	0	0
# of pitchers and filters issued	Excel	Fiscal Year	26	141	319
Water mains replaced/rehabilitated annually, %	Excel	Fiscal Year	1.02	0.84	N/A
Processing of Water Main Replacements, < 7 days, %	Excel	Fiscal Year			N/A
Water Availability requests exclusive of field investigations, < 10 days	Excel	Fiscal Year	100%	100%	N/A
Water Main Design Costs - Consultants, %	Excel	Fiscal Year	6.70%	7.20%	N/A
Water Main Design Costs - In-House, %	Excel	Fiscal Year	6.80%	6.60%	N/A
Water Main Design Errors-Consultants	Excel	Fiscal Year	4.40%	6.80%	N/A
Water Main Design Errors- In-House	Excel	Fiscal Year	1.60%	1.00%	N/A
Building Permit Review Time, within 5 days	Excel	Fiscal Year	100%	100%	N/A
Inspection Report Records, <= 30 days	Excel	Fiscal Year	100%	100%	N/A
New Water Main As-Builts Surveys, <= 120 days	Excel	Fiscal Year	75%	71%	N/A
New Water Main As-Builts Records, <= 30 days	Excel	Fiscal Year	100%	100%	N/A
Plant As-Built Records, <= 90 days	Excel	Fiscal Year	100%	100%	N/A

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Plant Facilities Design & Procurement Average Costs,	Excel	Fiscal Year	100%	67%	N/A
Plant Contract Administration & Inspection Costs	Excel	Fiscal Year	100%	22%	N/A
Large branch 1st plan review > 2", <= 14 days	Excel	Fiscal Year	100%	100%	N/A
Utility Marking Error Costs, average	Excel	Fiscal Year	$539.28	0	N/A
Utility Marking No Response, average	Excel	Fiscal Year	$706.47	0	N/A
Total Change Orders for water main project	Excel	Fiscal Year	4.80%	4.70%	N/A
WSL 1st Plan review time, <= 10 days	Excel	Fiscal Year	100%	100%	N/A
Project Final Accounting, <= 30 days	Excel	Fiscal Year	26%	0%	N/A
Preliminary Survey Costs, $4000/mile	Excel	Fiscal Year	$3,805/mile	$3,954/mile	N/A
CIP expenditures to Budget	Excel	Fiscal Year			N/A
# of Branches sold	Excel	Fiscal Year	567	574	N/A
Turnaround time for branch reviews that are > 2", <= 30 days	Excel	Fiscal Year	N/A	N/A	N/A
Average time to install Branch	Excel	Fiscal Year			N/A
Quality and Treatment					
Number of compliance violations issued by the Ohio EPA or USEPA.	Excel /LIMS	Fiscal Year	0	0	0
Percentage of water quality samples taken from the treatment plants that meet regulatory requirements	Excel /LIMS	Fiscal Year	100%	100%	100%
Drinking Water Compliance Rate	Excel /LIMS	Fiscal Year	100%	100%	100%
$ Chemical use per volume delivered, w/GAC	Excel /LIMS	Fiscal Year	$87.48		$89.54
$ Chemical use per volume delivered , w/o GAC	Excel /LIMS	Fiscal Year	$66.81		$63.68
Disinfection By-product Compliance, samples < 60 ppb at all locations	Excel /LIMS	Fiscal Year	7 samples at 6 sites > 60 for CY14	All sites <60 ppb TTHM	NS
Total Coliform Compliance	Excel /LIMS	Fiscal Year	No detections	No detections	100%
Distribution Chlorine Residual Compliance, all sites, > 0.2 chlorine, %	Excel /LIMS	Fiscal Year	One sample < 0.2 (March 2014)	All sites >0.2 Chlorine	100%
Lead Sampling Follow-up, %	Excel /LIMS	Fiscal Year	Followed up on all high samples	100%	100%
Miller Plant Regulatory Control Limits-pH, 8 to 9.0 *	Excel /LIMS	Fiscal Year	Upper goal exceeded 1 day (8.9)	8.0 to 8.8	8.0 to 8.8
Miller Plant Regulatory Control Limits-Turbidity, <= 0.1 NTU	Excel /LIMS	Fiscal Year	A samples <0.1 NTU	Finished water </= 0.1 NTU	Finished water </= 0.1 NTU
Miller Plant Regulatory Control Limits-Fluoride, 0.8-1 range, %	Excel /LIMS	Fiscal Year	Upper goal exceeded 2 days (no event over 1.06 mg/l)	0.8 - 1	0.8 - 1

Measure	Data Source	Reporting Year	FY14 Total	FY15 Total	FY16 through 12/31
Bolton Plant Control Limits-pH, 8.8 to 9.4	Excel /LIMS	Fiscal Year	Upper goal exceeded 7 days (9.5 each time)	8.8-9.4	8.8-9.4
Bolton Plant Regulatory Control Limits-Fluoride, 0.8-1	Excel /LIMS	Fiscal Year	All samples in range	0.8 - 1	0.8 - 1